

Alameda County
Congestion Management Agency



Program Evaluation

MAY 2006

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Executive Summary

Introduction

The Alameda County Congestion Management Agency (CMA) Guaranteed Ride Home (GRH) Program has been in operation since April 9, 1998. This report presents the results of the eighth annual program evaluation and covers program operations during 2005 including comparison with previous years. The evaluation provides information about:

1. The effectiveness of the program's administration;
2. Statistics on employer and employee participation and trips taken;
3. The program's success in causing an increase in the use of alternative modes; and
4. Recommendations about any area(s) that need modification or expansion.

This executive summary includes a program description, overview of historical trends, summary of major findings of the evaluation, and program recommendations.

Program Description

The Alameda County CMA Guaranteed Ride Home Program is sponsored by the Alameda County Congestion Management Agency (CMA) and is funded with Transportation Funds for Clean Air (TFCA) from the Bay Area Air Quality Management District.

The GRH Program provides a "guaranteed ride home" to any registered employee working for a participating employer in cases of emergency on days the employee has used an alternative mode of transportation to get to work. Alternative modes include: carpools, vanpools, bus, train, ferry, walking and bicycling. Participating employers must have at least 100 employees at worksites located in Alameda County. As of December 31, 2005, 131 employers and 3,638 employees were registered with the program.

The objective of the program is to maximize modal shift from driving alone to commute alternatives including transit, carpools, vanpools, bicycling and walking. Based on this stated objective, the program can be considered a success. Each year of operation, the program has seen an increase in the number of participants who use alternative modes and an increase in the frequency with which they use alternative modes.

Historical Trends

The Guaranteed Ride Home Program began as a demonstration program in 1998. Over the course of the last eight years, GRH has grown into a smoothly operating program with 131 registered employers, about 3,600 registered employees, and 82 trips provided this year.

Seventy-two (72) employers registered with the program during the initial six-month demonstration period. Another 28 registered during the 1999 operating year, and 19 registered during the 2000 operating year. In 2001 and 2002, 13 and 12 new employers joined the program, respectively. In 2003, fourteen employers registered. Sixteen (16) new employers registered in 2004. A total of 22 employers registered this year. The program now has 131 participating employers.

During the initial six-month demonstration period, about 880 employees joined the Guaranteed Ride Home Program. Another 794 joined during the 1999 operating year, and 591 in the 2000 operating year. In 2001 and 2002, 494 and 525 new employees joined, respectively. In 2003, the number of new employees registered was 710. In 2004, 543 new employees registered and in 2005 603 new employees registered. The program now has 3,638 registered employees.

A total of 1,050 trips have been provided from the time of the Program's inception through the end of 2005. During the 2005 operating year, 82 trips were taken, a sharp decrease from recent years (148 in 2001, 144 in 2002, 149 in 2003 and 141 in 2004). Most registered employees (90%) never take a trip. Of those who have taken trips, the vast majority (79%) have taken only one or two trips. This demonstrates the "insurance" nature of the program.

Based on the fact that each registered participant may take up to six trips in a one-year period, the rate that guaranteed rides are taken is very low. For example, at the end of 2005, there were a total of 21,828 potential rides based on a total enrollment of 3,638 employees. However, only 82 trips were actually needed that year (less than 1% of potential trips).

Figure ES-1 illustrates some key historical trends for the Guaranteed Ride Home Program.

Figure ES-1 Guaranteed Ride Home Program Historical Trends

Trend	1998¹	1999	2000	2001	2002	2003	2004	2005
2005 Program Participants²								
Total Number of Employers	72	100	119	132	127	110	120	131
New Employers Registered	72	28	19	13	12	14	16	22
Total Number of Employees	880	1,674	2,265	2,759	2,664	2,785	3,268	3,638
New Employees Registered	880	794	591	494	525	710	543	603
Trip Statistics								
Total Number of Trips Taken	57	156	168	148	144	149	141	82
Total Number of Rental Car Trips	N/A	N/A	N/A	N/A	8	10	18	9
Average Trips per Month	6.3	13	14	12.3	12	12.4	11.8	6.8
Average Trip Distance - Rental Car and Taxi combined (miles)	28.7	36.2	37.8	42.5	42.9	45.2	46.2	44.8
Average Trip Cost	\$54.41	\$64.29	\$69.73	\$86.37	\$88.07	\$94.19	\$85.40	\$91.10
Rental Car Savings	N/A	N/A	N/A	N/A	\$536	\$1,120	\$2,246	\$859
Survey Results								
Number of Surveys Collected	215	350	270	346	517	619	658	716
Survey Response Rate	N/A	21%	12%	12%	19%	22%	20%	20%
Percent Who Would Not Use an Alternative Mode without GRH	15%	16%	19%	19%	34%	41%	47%	46%
Increase in the Percent of Those Using Alternative Modes Four or More Times a Week	N/A	10%	15%	8%	15%	17%	14%	21%
Number of Single Occupancy Vehicle Trips Reduced per Week	N/A	N/A	N/A	N/A	3,768	3,946	3,774	3,378

¹ The Program began in April 1998.

² The number of new employees and employers registered is actually higher than shown in the table. Some employers and employees have been deleted from the database due to job changes and employers going out of business. The numbers shown in the table are based on those currently registered in the database.

Major Findings of the Evaluation

The program evaluation consisted of an examination of the program's administrative functions, statistics on employer and employee participation and use, data from the surveys of participating employees, and recommendations for program changes and enhancements. The following sections present the major findings from the evaluation.

Program Administration

Program Operating Principles

- To be eligible for the program, employers must have 100 or more employees. According to employment data from InfoUSA, a total of 283,387 employees are currently eligible for the program. While some large employers throughout the county have not yet been contacted, it may be appropriate to review and evaluate this eligibility requirement in the coming year since there are several employers with less than 100 employees who have expressed an interest in participating in the program. The process of enrolling and getting an emergency ride home continues to work smoothly.
- The use limitation of six trips per year continues to be appropriate. Very few program participants reach the limit. No one in 2005 reached the six trip limit. The most trips taken by one person in 2005 was four.
- The rental car demonstration program was successfully implemented in October 2002 in the Tri-Valley area (Dublin, Livermore and Pleasanton), and county wide in April 2004. The program realized an estimated savings of \$859 on ride costs in 2005. This is down sharply from last year due to the fact that there were fewer total rides in 2005. Program administrators began a rental car outreach program in 2005, which targeted three of the larger registered employers (NUMMI, Kaiser, City of Berkeley). In an effort to promote the rental car option, GRH staff wrote articles for company newsletters and had them post informational flyers around their offices.

Marketing and Promotions

- Approximately one-tenth of program resources are dedicated to marketing and promotion. This time is spent marketing both to employers and their employees in the form of making calls, distributing flyers, and giving presentations and attending events. The program has sought to leverage these resources by relying on participating employers to promote the GRH Program internally, and by seeking co-marketing opportunities with local transit agencies and with organizations that promote commute alternatives. In 2005, the program focused on increasing exposure of GRH by attending more events.
- The availability of the marketing materials in electronic format via the internet or email upon request continues to be a useful and inexpensive tool for promoting the program.

- In an effort to expand the program to more employees in Alameda County, program staff looked into allowing business districts to register for GRH. Initial guidelines and criteria for defining a business district were developed in 2005. Based on an analysis of potential business districts in Alameda County, it is not recommended that they be added to the program at this time due to potential increases in administrative costs to the program.

Employer and Employee Participation

Employer and Employee Registrations

- Both the number of new employers and new employees increased in 2005. As of December 31, 2005, 131 employers and 3,638 employees were registered.
- North and east Alameda County continue to be the areas with the most employers enrolled in the program. The City of Oakland is the location of the largest number of employers registered with the program followed by Pleasanton.

Trips Taken

- From the program's inception in 1998 through 2005, a total of 1,050 trips (1,005 taxi trips and 45 rental car trips) have been taken. Eighty-two (82) trips were taken during the 2005 calendar year for an average of 6.8 trips per month. The number of trips taken in 2005 represented a sharp decrease in rides compared to recent years.
- Ninety percent (90%) of the employees enrolled have never taken a trip. Of the 511 employees who have taken a trip since program inception (1998), 79% have taken only one or two rides.
- Personal Illness was the most common reason for taking a trip in 2005 (28% of trips), followed by family member illness (26%).
- Those who carpool or vanpool are more likely to use a guaranteed ride home trip than those who use other alternative commute modes. Sixty-five percent (65%) of guaranteed rides home were used by car- and vanpoolers.
- The average trip distance decreased in 2005. The average trip distance for all trips in 2005 was 44.8 miles. The average trip distance for rental car trips only was 79 miles down from 2004 (108 miles) and an increase from 2003 (72 miles).
- The average taxi trip cost in 2005 was \$91.10 up from last year's total of \$85.40. This could be due to the increase in fares (from \$2 a mile to \$2.50 a mile) at Tri City Cabs in 2005. The fare increased due to the rise in gasoline costs.
- The cost of a rental car trip is \$55.00. It is estimated that the use of rental cars in 2005 saved \$859 in trip costs. This is down sharply from last year due to the fact that there were fewer total rides in 2005.

Employee Commute Patterns

- The most common trip-origin cities are Oakland and Pleasanton. The most common trip-destination cities are Oakland, Manteca, and Modesto.
- The most common trip destination county is Alameda County, followed by San Joaquin.

Employee Survey

The 2005 survey was distributed and completed primarily online. We attempted to contact all employer representatives (some were non-responsive despite repeated attempts) to request their assistance with the distribution of the survey. When employers were not available or by special request, we contacted employees with the survey directly. Of the 3,638 employees currently enrolled in the program, 716 surveys were completed, resulting in a 20% response rate. Of them, 97% of the surveys were completed online. The respondents represent 55 different participating employers.

Use of Alternative Modes

The Guaranteed Ride Home Program continues to be successful in encouraging the use of alternative modes. According to 2005 survey responses:

- When asked how important GRH was in their decision to stop driving alone, 71% of respondents who used to drive alone said that it was at least somewhat important. Most, 63%, of all respondents reported that the GRH program encourages them to use alternative modes more days than they would otherwise. If the GRH Program were not available, the majority (54%) reported that they would continue to use an alternative mode.
- The survey asked respondents how they traveled to work at present and before they registered for the GRH program. Both before and after the program, the most common modes were BART, driving alone, and carpooling.
- Using these survey findings, we are able to extrapolate the impact of the program on travel behavior of all participants. The program reduces 3,378 single-occupancy vehicle (SOV) trips per week.

Other Commute Characteristics

- Commute distances are generally 50 miles or less (87%). Nearly half (46%) are between 11 and 35 miles.
- Most (71% each) program participants travel to work during peak commutes hours of 7-9 AM.

Customer Service Ratings

The survey includes two questions to evaluate participant's level of satisfaction with the customer service provided in the program. Additional information on service satisfaction is collected in the survey participants return after they have taken a ride.

- The administrative functions of the GRH Program continue to receive very high ratings for the quality of customer service, consistent with previous years' evaluations.
- Passengers were very positive in their evaluation of the transportation services provided through GRH.

Employer Survey

The 2005 program evaluation includes the second survey of employer representatives. The survey was distributed and completed by mail. The employer survey was differentiated from the employee survey to lessen the confusion for the employer contacts. Of the 131 employers currently enrolled in the program, 41 surveys were completed, resulting in a 31% response rate.

Use of Alternative Modes

The survey asked the employer representatives how important the program is in encouraging employees to use alternative commute modes more often. A large majority, 95%, reported that they feel participation in the program encourages more alternative mode use.

- The survey asked respondents if their company offered additional commuter benefits to employees. Most employers (63%) reported that they do provide other transportation subsidy programs. The results show that most participating companies are actively promoting alternative modes.

Program Management

- The survey asked respondents how long they have managed the program for their company. Over 75% have been with GRH for one or more years. When asked about the workload that GRH presents, employers overwhelmingly (100%) reported that their workload was manageable or they have time to do more.
- The survey results showed that employer contacts still need better information and instructions for using instant enrollment vouchers. About one-third (32%) of the respondents reported that they did not understand the instant enrollment process. In addition, 80% stated that they have never issued an instant enrollment voucher.

Customer Service Ratings

The survey includes two questions to evaluate the employer representatives' level of satisfaction with the customer service provided in the program.

- “Clarity of information” provided by program staff received very high ratings. When asked about the hotline assistance they received, 69% of the respondents stated that they received “good” or “excellent” service and 31% reported that they “did not know”.

Recommendations

Recommendations for 2005, made in the 2004 report, and their outcome include:

Recommendation	Outcome
Consider purchasing a database listing of eligible employers	This recommendation was implemented in 2005. The database was purchased and staff has called about one-third of the companies on the list leading to several new registered employers.
Require that all non-emergency trips of 50 miles or more (during rental car company’s business hours) use the rental car service	Not implemented in 2005, but outreach and research were conducted throughout the year. Program is recommended to be implemented in 2006 along with implementing a rental car marketing campaign.
Consider developing guidelines and consolidating program for business districts with a primary point of contact	A preliminary study was conducted over the past year and results showed that GRH should not go forward with the business district program this year due to administrative and cost effectiveness issues.
Consider having a new poster and marketing materials to promote the program	This recommendation was implemented in 2005. The new posters will be distributed to employers in Spring 2006.
Create and distribute new materials that help employer representatives with the instant enrollment process.	This will be implemented in Spring 2006. Project staff will send out new informational flyers to all employer contacts and update the instant enrollment information on the GRH website in May.

1. Continue to implement a comprehensive marketing approach.

In 2006, it is recommended marketing efforts focus on 1) co-marketing with other programs promoting commute alternatives, such as 511.org; 2) direct marketing to employers; 3) maximizing program exposure via the internet and other media; and 4) maintenance marketing and outreach activities directed to inactive (or minimally active) employers throughout Alameda County. Following is a further explanation of some of these efforts:

- **Continue co-marketing efforts with other organizations that promote commute alternatives.**

The GRH Program should continue to focus on building partnerships with other organizations that promote commute alternatives, including 511.org, local transit agencies, vanpool providers and commute benefit providers (such as Commuter Check).

- **Contact inactive, or minimally active, employers who are already enrolled.**

The program should also continue to contact employers with very few or no registered employees in order to increase employee enrollment among those employees who are already eligible for the program. These outreach efforts will also help staff identify those employers who are no longer interested in participating in the GRH program.

- **Continue to attend and participate in commuter fairs and related events.**

We will continue to work with regional organizations and Alameda County employers to stay abreast of the various commuter-oriented events in the area. These efforts have proven to be one of the most effective methods of registering new employees and employers. It is important to become involved to not only attract new participants, but as was the case with Oakland CarFree Day, receive free media coverage.

- **Focus marketing efforts along transit corridors.**

The program should focus marketing efforts along established transit corridors in Alameda County, such as San Pablo and International Boulevard. Businesses in these areas are more likely to employ workers who commute by transit and would be interested in the GRH program.

2. Evaluate the impact of expanding the rental car program countywide.

The evaluation of the rental car program is displayed in Chapter 3. A similar evaluation of the countywide program should be conducted in the 2006 program evaluation report. The program realized an estimated savings of \$859 on ride costs in 2005. This is down sharply from last year due to the fact that there were fewer total rides in 2005. Program administrators began a rental car outreach program in 2005, which targeted three of the larger registered employers (NUMMI, Kaiser, City of Berkeley). In an effort to promote

the rental car option, GRH staff wrote articles for company newsletters and had them post informational flyers around their offices.

3. Continue administering an annual Employer Survey.

The 2004 and 2005 surveys provided beneficial data about the program from the company's perspective. An annual survey of employers will be a helpful tool in gaining information regarding marketing and customer service.

New 2006 Recommendations

1. Update the GRH Website.

In an effort to increase exposure to the program and make information and materials easier for users, updates should be made to the website, such as exploring new and updated images and creating a separate section for employers and making website consistent with CMA format.

2. Require that all non-emergency trips of 50 miles or more (during rental car company's business hours) use the rental car service and decrease the eligibility requirement for employers from 100 to 75 employees if there is no significant impact to the GRH budget.

Requiring that non-emergency trips of 50 miles or more use rental cars, with limited exceptions, can be implemented alone, while reducing the number of employees should only be implemented concurrently with the 50-mile car rental program. Implementing these two recommendations together can offset any possible initial increase in program costs associated with reducing the number of employees per employer. The rental car recommendation should provide increased savings over the current rental car requirements, while lowering the employee requirement may add some costs when first implemented.

In 2005, a marketing campaign was initiated to target larger employers and provide materials and information about the rental car option. Through the marketing campaign, various parameters were defined for the implementation of the 50 mile rental car requirement. The program currently encourages all participants to use the rental car service for trips over 20 miles, but there is no method of enforcement. The program should require that all trips of 50 miles or more use the rental car option, except for certain circumstances such as graveyard shifts (when rental car is not available) and for certain types of the emergencies when driving a car is not possible.

By allowing companies with 75 or more employees to register for the program, GRH will become accessible to more people while having a minimal impact on the program. Implementation of this change would require contacting new employers, making updates to printed materials and the website. Most of the costs are expected to be incorporated into the proposed marketing and administrative costs.

According to InfoUSA, a company that tracks businesses throughout the United States, Alameda County has 2,350 companies with 100 or more employees (131 or 6% are currently registered with GRH) and 3,641 companies with 50 or more employees. InfoUSA does not have a tracking category for 75 employees, but by splitting the difference of the two numbers in half, 75 employee companies would account for about 670 prospective employers. However, not all employers will register with the program. Currently only 6% of eligible companies are registered. Six percent of 670 would account for about 40 new companies eligible for program if the cap is reduced to 75 employees. Although 40 companies would represent a sharp increase in employer and employee registration, the companies would not register all at one time. The companies will also register for the program over a span of several years, which also makes the transition easier for the program administration.

If the 75 employee requirement proves successful and cost-effective, the GRH program should analyze program and cost needs for further reducing the number of eligible employees per employer to 50 including business districts.

3. Organize a Rental Car and Instant Enrollment Marketing Campaign.

Employers and employees are not fully aware of the benefits of the rental car option. In 2006, the program should organize and execute a campaign that provides more information regarding rental cars. This can be done through email and regular mail marketing materials. In addition, employer representatives have indicated that they need additional direction regarding the instant enrollment vouchers and the process of issuing them to employees. This can be a dual marketing campaign.

4. Analyze and Evaluate Cost and Logistics of Implementing a Car Sharing Option.

Review cost and logistics of working with a car sharing program to provide rides in addition to the rental car and taxi options. City Carshare currently has 18 pods (parking locations) dispersed throughout Berkeley, Oakland, and Piedmont. Employees would have to be registered for both GRH and the car share program to participate.

Chapter 1. Introduction

The Alameda County CMA Guaranteed Ride Home (GRH) Program has been in operation since April 9, 1998. Over the course of the last eight years, the program has matured from a demonstration program with a handful of participating employers to a robust program with 131 registered employers, 3,638 registered employees, and 82 trips provided this year. The program runs very smoothly as indicated by the consistently high customer service ratings and relatively few complaints.

This report presents the results of the eighth annual Guaranteed Ride Home Program Evaluation. This evaluation covers the program's operation during the 2005 calendar year and is meant to provide information about the effectiveness of program administration, statistics on employer and employee registration and trips taken, program impact on mode choice, and recommendations to address any area(s) needing improvement or expansion. Where notable, differences over the course of the last eight years are identified.

Background

The Alameda County CMA Guaranteed Ride Home Program is sponsored by the Alameda County Congestion Management Agency (CMA) and is funded with Transportation Funds for Clean Air (TFCA) from the Bay Area Air Quality Management District.

The GRH Program provides a "guaranteed ride home" to any registered employee working for a participating employer in cases of emergency or unplanned overtime on days the employee has used an alternative mode of transportation to get to work. Alternative modes include: carpools, vanpools, bus, train, ferry, walking and bicycling. Participating employers must have at least 100 employees at worksites located in Alameda County, and participating employees must live within 100 miles of their worksite and be permanently employed part-time or full-time.

The objective of the program is to maximize modal shift from driving alone to commute alternatives including transit, carpools, vanpools, bicycling and walking.

Report Organization

This report includes the following chapters:

Chapter 2 – Program Administration

This chapter examines administrative functions of the program, including the program's operating principles and marketing and promotions.

Chapter 3 – Employee and Employer Participation

This chapter examines employer and employee participation in the Guaranteed Ride Home Program, including employer and employee registration, and trips taken. Information in this chapter is based on data recorded in the program's database.

Chapter 4 – Employee Survey

This chapter presents the results of the annual survey and ride questionnaires of participating employees in the Guaranteed Ride Home Program. The survey asked questions about employees' use of alternative modes and their opinions about the quality of customer service provided by the program.

Chapter 5 – Employer Survey

This chapter reviews the results from the second survey of participating employer's in the Guaranteed Ride Home Program. The survey requested employers' opinions on how they feel the program works for employees, and their experience with being the contact for GRH.

Chapter 6 – Recommendations

This chapter identifies program opportunities and recommendations based on the analysis in Chapters 2, 3, 4, and 5.

Chapter 2. Program Administration

This chapter examines the administrative functions of the Alameda County CMA Guaranteed Ride Home Program. These include two major categories: 1) the program's operating principles and 2) marketing and promotions.

Program Operating Principles

The program's operating principles cover eligibility requirements, allowable uses and use limitations, the process for getting a ride, and vendor payment.

Eligibility Requirements

The eligibility requirements for this program are:

- The employer must be registered with the program (with a local, designated employer representative who will have a few hours a year to dedicate to the program). Eligible employers must have 100 or more employees working at sites located in Alameda County;
- The employee must pre-register as a participant in the program; and
- Participants must be permanent part-time or full-time employees with a fixed schedule.

An alternative mode must be used on the day the ride is taken. (There is no minimum requirement for regular alternative mode use, however.) Approved alternative modes include riding transit (including buses, trains, and ferries), ridesharing, bicycling, and walking. Motorcycles and airplanes are not considered alternative modes.

Eligibility requirements are designed to provide the greatest return on investment for the CMA's program. Limiting the program ensures that only those who use alternative modes and who have emergencies will take advantage of the free ride. Furthermore, requiring employers, as well as employees, to register (and designate an employer contact person) enables the program to more effectively engage employers in actively marketing the program to their employees. Employer contacts also help distribute the annual program evaluation survey to program participants, and provide information to the Program Administrator about employees who have left the job or the program and should be removed from the program database.

Allowable Uses and Use Limitations

A participating employee may use a guaranteed ride home under the following conditions:

- The employee or immediate family member suffers from an illness or crisis (death in family, break-in, fire, etc.);

- The employee must work unscheduled overtime (requires his or her supervisor's signature); or
- The employee's ridesharing vehicle breaks down or the driver has to stay late or leave early.

The employee may make an emergency-related side trip on the way home (i.e. picking up a sick child at school or picking up a prescription at a pharmacy). Each employee may take a guaranteed ride home up to twice in any calendar month, but no more than six times in one calendar year.

Guaranteed rides home may not be used for:

- Personal errands,
- Pre-planned medical appointments,
- Ambulance service,
- Business-related travel,
- Anticipated overtime or working overtime without a supervisor's request,
- Non-emergency side trips on the way home, or
- Instances in which public transit (BART, train, ferry or bus) is delayed.

Use limitations help manage program resources by ensuring that no one participant takes an excessive number of rides. Restrictions on the number of rides per year or month also help curb potential abuse of the program.

From the GRH Program's inception in 1998 through December 31, 2005, 1,050 rides were taken by 511 different employee participants. Of these 511 participants 79% have taken only one or two rides.

The use limitation of six rides per calendar year and no more than two rides per calendar month continues to be reasonable based on usage patterns over the past years. During 2005, no participant took the maximum allowable six rides. One participant took four rides, and three participants took three rides.

Process for Getting a Ride

When an employee registers with the program, he/she receives: 1) one guaranteed ride home voucher, 2) detailed instructions and a list of service providers to contact directly to arrange a ride, and 3) a follow-up questionnaire. Registered employees should have all of the necessary materials at their desks when the need to take a guaranteed ride home arises.

Employees are instructed to follow a six-step process for getting a guaranteed ride home via taxi:

- **Step 1:** Call one of the transportation providers to arrange a ride and inform them that this is an Alameda County CMA Guaranteed Ride Home call.
- **Step 2:** Fill out the employee section of the voucher. Give the voucher to the driver at the beginning of the ride.
- **Step 3:** At the end of the ride, ask the driver to fill out his/her portion of the voucher.
- **Step 4:** Sign the employee section of the voucher. Keep the pink copy and give the other two copies to the driver.
- **Step 5:** Tip the driver (10-15% is customary).
- **Step 6:** Within seven (7) days, fill out the follow-up questionnaire, which asks for feedback about the Program, and mail or fax it with the employee copy of the voucher to the GRH Program Administrator.

As of April 2004, employee participants countywide are encouraged to rent a car for their ride home if they live 20 miles or more from their workplace and are able to meet the following requirements:

- A ride is needed for reasons other than personal illness or crisis (This criterion assumes that a personal illness or crisis would impair someone's driving ability and thus make it unsafe for him or her to rent a car.);
- The participant knows how to drive, feels comfortable driving, is age 21 or older, and has a valid California driver's license;
- The ride is requested during Enterprise business hours (M - F 7:30 AM - 6 PM; Sat. 9 AM - 12 noon); and
- The participant is able to meet the vehicle return requirements (by 9:30 AM the next morning, including Saturday to work or another location acceptable to the rental car agency).

Similar to taxi rides, employees are instructed to follow a six-step process for their guaranteed ride home via rental car:

- **Step 1:** Call 1-800-RENT-A-CAR. Calls will automatically be routed to the closest Enterprise Rent-A-Car office (cell phone calls are routed to a main number). Inform the agent that this is an Alameda County CMA Guaranteed Ride Home call and provide the customer number.
- **Step 2:** Call before 5:00 PM to ensure that a vehicle will be available, or as soon as you know you will need a ride to arrange for a drop-off time. An Enterprise agent will drop off the vehicle at the employee's worksite within 30 minutes (or as arranged with Enterprise) and pick it up by 9:30 AM the following morning.
- **Step 3:** Provide the Enterprise agent with a valid California's driver's license showing that you are 21 years of age or older and sign a rental agreement. Give the voucher to the Enterprise agent when you receive your vehicle. After the agent fills out the service provider section of the voucher, retain the pink copy of the voucher.

- **Step 4:** Employees are required to pay for the gas in the vehicle and to return the vehicle with the tank filled to the same level as when the vehicle was issued.
- **Step 5:** Return the car to the employee's worksite the following morning or another acceptable location on Saturdays and call the Enterprise branch before 9:30 AM to arrange for pick-up. If the employee is prevented from returning the car by 9:30 AM, call the Enterprise branch to make arrangements.
- **Step 6:** Within seven (7) days, fill out the follow-up questionnaire and mail or fax the pink copy the voucher along with the completed questionnaire to the GRH Program Administrator.

During 2002, the program initiated the rental car service pilot program for participants who worked in Livermore, Dublin or Pleasanton. In April 2004, the rental car program was expanded throughout the entire county.

Periodically, a request is made to enroll an employee of a participating employer in the program on the same day a guaranteed ride home is needed. Contact persons at participating employers are provided with two extra voucher packets, including a registration packet, follow-up questionnaire and taxi list to use when these cases arise. Employees can contact their employer's GRH representative to register with the program and get a trip voucher and taxi list (or Enterprise Rent-A-Car contact information) for the ride home. The employee must, however, complete the registration form and liability waiver and fax them to the program administrator before taking the ride home.

Vendor Payment

Before vendors are paid each month, the GRH Program Administrator:

1. Compares the mileage and fare amounts listed on each taxi voucher submitted by the vendor to the mileage estimate and fare shown on the corresponding employee paperwork (follow-up survey and voucher). The Program Administrator also makes sure that the fare is in line with the negotiated rate per mile. For rental car rides, the Program Administrator checks to make sure that the program is charged no more than the negotiated rate per ride of \$55.00.
2. Searches the employee database for the employee's record to make sure that the employee is signed up for the program.

Vendors are paid monthly for all approved vouchers in a calendar month. Vouchers that are not approved are reviewed with the service provider within 30 days of receipt. The Alameda County CMA will be the final appeal for any payment disputes.

This vendor payment system has been working well. There have been no payment disputes to date.

Marketing and Promotions

In general, approximately one-tenth of the program's administrative resources are dedicated to marketing and promotion. To the extent possible, the program has sought to leverage these resources by relying on participating employers to promote the GRH Program internally, and by seeking co-marketing opportunities with local transit agencies and with organizations such as 511.org, Enterprise Vanpools, and VPSI Vanpools. In 2005, marketing efforts were focused primarily on increasing the program's visibility in the county by participating in more commuter related events, such as the Hacienda Business Park Commuter Fair, Oakland Bike to Work Day, LeapFrog.com Benefits Fair, and Safeway Benefits Fair.

All of the program marketing ongoing recommendations made in the 2004 Program Evaluation Report were implemented in 2005:

- We continued our co-marketing efforts with 511.org, local transit agencies and vanpool providers. Our partnership with 511.org has been the most effective with regard to attracting new employers to the program. As part of its outreach efforts, 511.org meets with employers to discuss commute alternatives and presents information on the GRH Program. GRH Program staff then follows up with employers to answer any questions they may have and encourage them to enroll in the program.
- We continued to directly market the program to large employers in the county as well as large business and office parks. We accomplished this through our follow up with 511.org contacts as well as through the purchase of business database.
- We contacted inactive and minimally active employers as part of our annual program evaluation survey effort and updated the program database by eliminating employers that had closed or relocated and employees who had left their employer.

The GRH Program employs a number of marketing tools and strategies that are used to market the program to both prospective employers and employees. The program's marketing tools and strategies include the following:

Program Literature

Program literature includes Employer and Employee Guides (brochures) and registration forms, instruction sheets, vouchers, follow-up questionnaires, posters, and flyers. The Employer Guide promotes the benefits of the Guaranteed Ride Home Program to employers, identifies the responsibilities of the CMA in providing the service and of the employer when participating in the program, and explains how the program works. The Employer Guide also includes an employer registration form that all participating employers complete and submit to the GRH Program Administrator by fax or mail.

The Employee Guide promotes the idea that, with the Guaranteed Ride Home Program, a participating employee will never be stranded in an emergency. The message in the Employee Guide is that the program is a type of insurance policy that eases people's worries

when using an alternative transportation mode and that encourages others to try an alternative mode for the first time. The guide also explains the program's rules and parameters (under what circumstances and how many times per year the program can be used, etc.) and walks the employee step-by-step through the process of getting an emergency ride home. Each Employee Guide contains a registration form, including a liability waiver, which employees complete and mail or fax to the Program Administrator. Employees can now register via the program's web site as well.

All program literature (with the exception of ride vouchers) is available in both electronic and hard copy form. This enables the Program Administrator to respond to requests for program literature within 24 hours (or less) by attaching the electronic files to an e-mail message. Not only do program participants receive information in a timely manner, but the program also saves time and money by not having to assemble and mail hard copy materials. Because both the employer and employee registration forms require a signature, the registration materials must be printed and then mailed or faxed, rather than e-mailed, to the Program Administrator.

Web Site

The program's web site (www.grh.accma.ca.gov or www.alamedagrh.org) provides easy access to all program literature (which can be downloaded as PDF files), and employees can register for the program online. (Employees must still print out and fax or mail their signed liability waivers, however.) When interested employees call, program staff can refer them to the web site for additional program information and registration. This enables the program to reduce the number of hard copy brochures that are mailed and printed, and allows interested employees to obtain detailed information about the program immediately.

Video

In 2000, a 10-minute video was produced that introduces the Guaranteed Ride Home Program, explains how it works, and provides positive testimony from participating employers and employees about the difference the GRH Program has made in their lives. In the past, the Program Administrator has used the video to help participating employers get the word out about the program internally and to attract new employers to the program. The video could also be displayed on local TV stations. Audiences generally have a very positive reaction to the video. Unfortunately, some of the information in the video is now outdated (the video was produced before the rental car option became available), and it may no longer be appropriate to distribute it to employers.

Media Coverage

Media coverage provides a means of free advertising for the program, and, while relatively limited, these opportunities can be useful in promoting the program to a large number of employees and employers. In 2005, the program received coverage in newsletters at Kaiser, the City of Berkeley and NUMMI.

On-Site Visits and Events

Program staff have taken advantage of opportunities to hold tabling and information sessions and participate in transportation and benefits fairs held at work sites of participating employers and business parks. These face-to-face opportunities have been successful in spreading the word about the program and encouraging employees and new employers to sign up. Program staff participated in eight different events in 2005, including the following:

- Hacienda Commuter Fair in Pleasanton
- Kaiser Benefits Fair (two Fairs) in Pleasanton
- Oracle Transportation Fair in Pleasanton
- AT&T Benefits Fair in Pleasanton
- Safeway Benefits Fair in Pleasanton
- LeapFrog Commuter Fair in Emeryville
- Bike to Work Day in Oakland
- CarFree Day in Oakland

Direct Marketing to Employers

In 2005, direct marketing efforts were focused primarily on those employers who were referred by 511.org, who were contacted during on-site marketing events or who were called from the InfoUSA Business Listing. We have found that this is the most efficient and effective use of our marketing resources. A total of 22 new employers enrolled in the program in 2005, which is a slight increase over previous years.

Another aspect of employer marketing is contacting already registered employers to renew relationships with employer contacts, update employee lists, and facilitate the functioning of the program with existing enrollees. As part of the annual program evaluation, all employers participating in the program were contacted via post, email and/or telephone. In 2005, efforts to contact employers with few or no employees enrolled in the program will continue, as will activities to support employers who actively promote the Guaranteed Ride Home Program to their employees.

Summary

Program Operating Principles

- The process of enrolling and getting an emergency ride home continues to work smoothly. The program realized \$859 savings from the use of rental cars this year (see Figure 3-14).
- The use limitation of six trips per year continues to be appropriate. Very few program participants reach this limit. No one reached the limit in 2005.

Marketing and Promotions

- All program literature continues to be available in both hard copy and electronic formats.
- Employees and employers can download registration forms (as PDF files) and other program information from the program's web site, and employees can register online. The program's web site and email address are now printed on all employee brochures.
- Program staff participated in eight different tabling and information sessions in 2005, including benefits and transportation fairs in Oakland, Pleasanton and Emeryville. These face-to-face opportunities have been successful in spreading the word about the program and encouraging employees and some employers to sign up.
- A total of 22 new employers registered in 2005, finding out about GRH through marketing events, direct contact from GRH staff, 511.org or the internet and signing up based on their own initiative.

Chapter 3. Employer and Employee Participation

This chapter examines employer and employee participation in the Guaranteed Ride Home Program, including employer and employee registration, trips taken, and employee commute patterns. Information in this chapter is based on data recorded in the program's database.

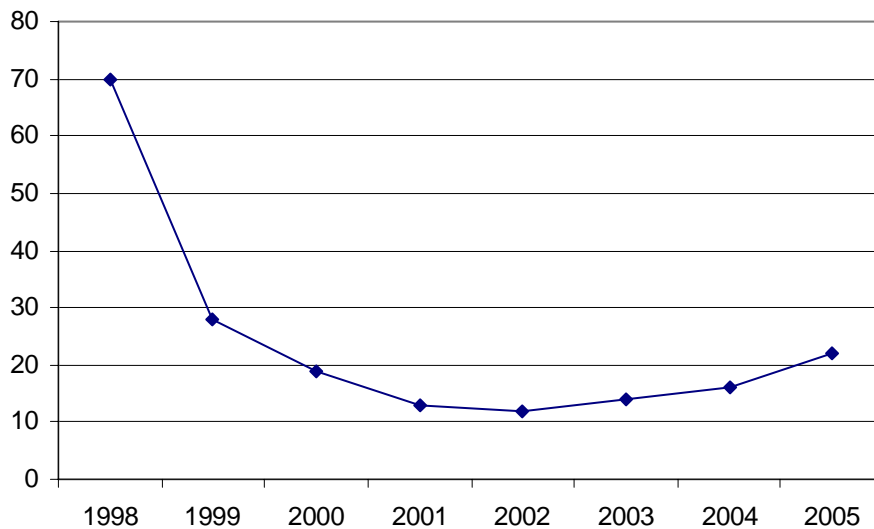
Employer and Employee Registration

Number of Employers

As of December 31, 2005, 131 employers were enrolled in the Guaranteed Ride Home Program. The program registered a total of 198 employers in the period from 1998 to 2005, however several employers have relocated, gone out of business, or lost interest in the program and have been marked "deleted" or "inactive" in the database (records are never permanently deleted from the database). The enrollment figure reflects only those employers who are currently registered and active in the program. Figure 3-1 shows the number of employers registered by year.

The largest number of employers was enrolled in the first year of the program (70 employers). The program increased the number of new employers by 37% over the previous year. In 2005, 22 new employers were enrolled with the program.

Figure 3-1 Number of New Employers Registered by Year



Note: Figure 3-1 does not include the employers that have been marked "deleted" or "inactive" in the database since the Program's inception.

Geographic Distribution of Employers

Figure 3-2 presents the number of employers by location in Alameda County. The City of Oakland is the location of the largest number of employers registered for the program with 33 employers. This is likely the result of a high number of large employers being located in Oakland. In addition, eight new Oakland employers registered in 2005.

Pleasanton has nearly as many GRH employers as Oakland with 30. Berkeley and Fremont have about half the employers of Pleasanton (14 each), but their high numbers compared to the rest of the county are also likely due to a concentration of employers.

Figure 3-2 also shows that north and east Alameda County have the greatest number of enrolled employers. Not surprisingly, these two areas of the County also have the greatest number of large employers who are eligible for the program.

Figure 3-2 Employers by Location

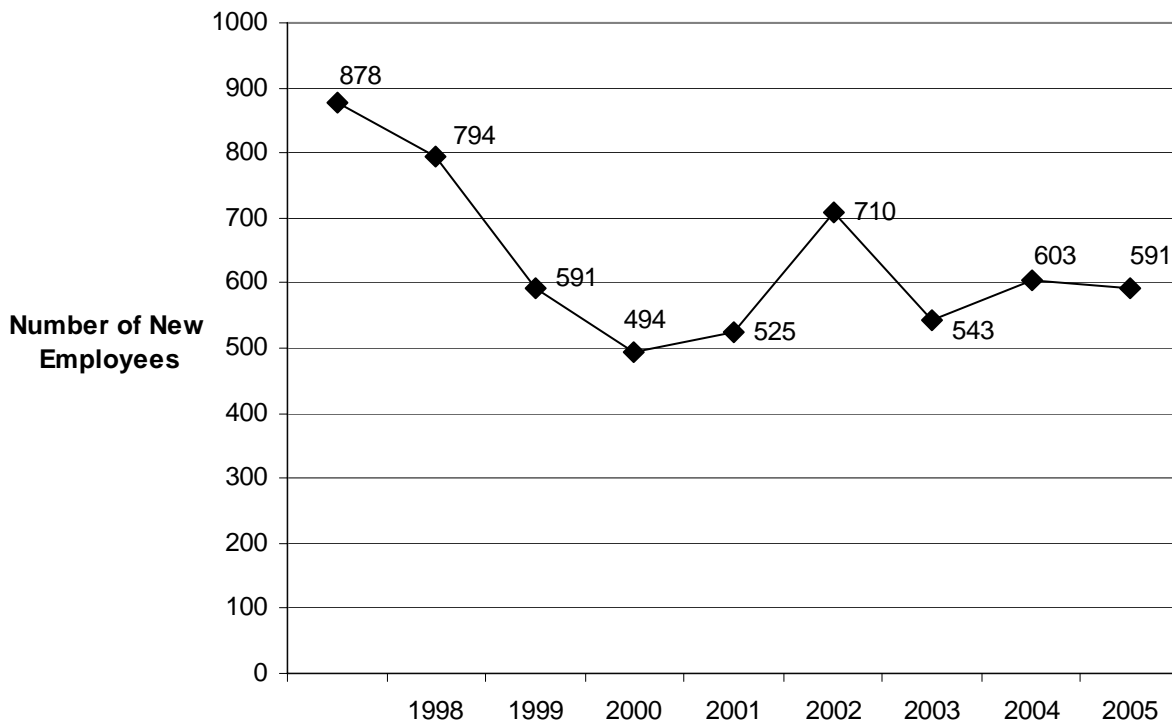
Location	Number of Employers
East	
Dublin	3
Livermore	9
Pleasanton	30
Subtotal	42
North	
Alameda	7
Berkeley	14
Emeryville	6
Oakland	33
Subtotal	60
South	
Fremont	14
Newark	1
Union City	2
Subtotal	17
Central	
Hayward	8
San Leandro	2
Subtotal	10

Number of Employees

Through 2005, 3,638 employees are currently enrolled in the Guaranteed Ride Home Program. Figure 3-3 shows the number of employees registered by year. As with the employer data, the total number of new employees registered since program inception is actually higher because employees are marked “deleted” in the database when the Program Administrator learns that they have left their employer and are no longer eligible for the program. The enrollment figure reflects only those currently registered.

The largest number of employees was enrolled in the first year of the program (878 employees). A total of 603 new employees registered in 2005, up from a year ago, but a decrease from 2003.

Figure 3-3 Number of New Employees Registered by Year



Number of Employees by Employer

Thirty two (32) employers have 20 or more employees signed up with the program (Figure 3-4), the same as last year. Seven of these 32 employers have over 100 employees registered. These employers have demonstrated a strong commitment to promoting commute alternatives. This measurement provides additional support to the supposition that marketing efforts are best spent on employers with an active GRH representative.

On the other hand, 98 employers have fewer than 20 employees registered in the program and 2 employers have no actively registered employees.

Figure 3-4 Employers with Over Fifty Employee Participants

Employer Name	City	Number of Registered Employees
Kaiser Permanente	Oakland	896
Lawrence Livermore National Laboratory	Livermore	319
UC Berkeley	Berkeley	253
New United Motor Manufacturing, Inc. (NUMMI)	Fremont	233
Caltrans - Department of Transportation	Oakland	164
City of Oakland	Oakland	136
Mervyns California (Hayward)	Hayward	120
Alameda County Employee Services	Oakland	92
City of Berkeley	Berkeley	90
Bayer Corporation	Berkeley	89
AT&T	Pleasanton	83
Lawrence Berkeley National Laboratory	Berkeley	79
Oracle (Peoplesoft)	Pleasanton	78
Farmers Insurance Group, Inc.	Pleasanton	59
Safeway Inc.	Pleasanton	51
Sandia National Laboratories	Livermore	51

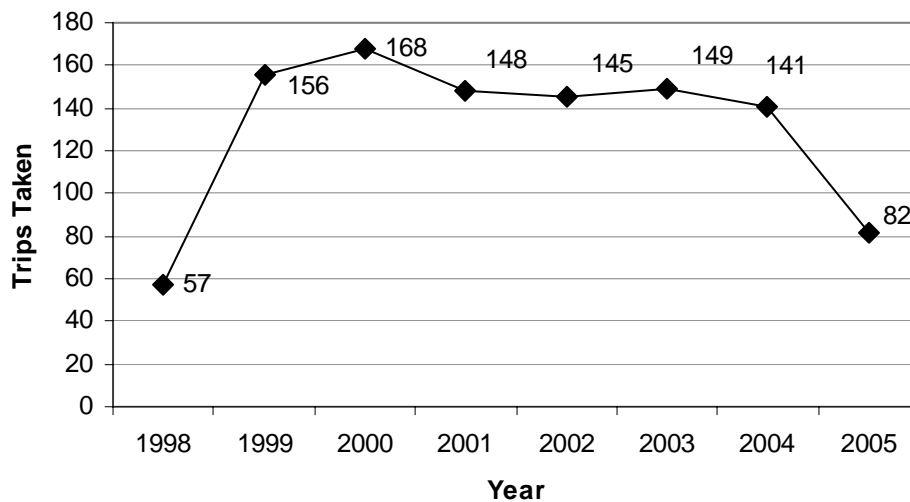
Trips Taken

Total Number of Trips

A total of 1,050 guaranteed ride home trips have been taken from the program's inception through the end of 2005. Of these, 1,005 trips were taken via taxi and 45 trips were taken using rental cars. During 2005, a total of 82 trips were taken. Of these, 73 trips were via taxi and 9 were made with rental cars. This shows a sharp decrease in the number of trips compared to previous years. It is the lowest ride total since the first year of the program.

A total of 141 trips were made in 2004 and 149 trips in 2003. The average number of trips per month was 6.8 in 2005, 11.8 in 2004, 12.4 in 2003, 12.0 in 2002, 12.3 in 2001, 14.0 in 2000, 13.0 in 1999 and 6.3 in 1998.

Figure 3-5 Number of Trips Taken Per Year Since Program Inception



Note: Trips recorded in 1998 occurred over a nine-month period, as the program began on April 9, 1998.

Trips by Employee

Most program participants take rides very infrequently or not at all. This demonstrates the “insurance” nature of the Guaranteed Ride Home Program. Of the 5,107 employees ever registered for the program at the end of 2005, 4,596 (90%) have never taken a ride. Figure 3-6 shows the number of trips taken by employees who have actually used the service.

Since program inception, a total of 511 individual employee participants have taken rides. The majority, 402 or 79%, of those have taken only one or two rides. Only 110 program participants have taken three or more rides since the Program’s inception. During 2005, no one took the maximum-allowable six trips. The most trips taken by one person in 2005 was four.

Figure 3-6 Number of Rides Taken by Employee Since Program Inception

Number of Rides Taken	Number of Employees	Total Number of Rides Represented
25	1	25
22	1	22
14	1	14
12	2	24
11	2	22
10	3	30
9	1	9
8	3	24
7	5	35
6	13	78
5	16	80
4	26	104
3	36	108
2	73	146
1	329	329
Total	511	1050

Trips by Employer

Figure 3-7 shows the number of trips taken by employer during 2005. Two employers account for ten or more trips each. Larger employers tend to have a formal Employee Transportation Coordinator position to help their employees with their commutes. These employers have done a good job of getting program information to their employees and have the most employees signed up with the program. Therefore, it is not surprising that these employers also have high usage rates. Additionally, many of the employees who work

for New United Motor carpool or vanpool to work from cities in the San Joaquin Valley. This is due to the fact that these employers are not in transit-accessible locations and that many employees have non-traditional shifts. Employees who use these types of alternative modes are more likely to need to use their vouchers, given the less flexible nature of these commute options.

Figure 3-7 Trips Taken by Employer in 2005

Employer Name	Number of Rides
NUMMI	19
Bayer	10
Kaiser	6
Lawrence Livermore National Laboratory	6
Lawrence Berkeley National Laboratory	5
UC Berkeley	5
FedEx	4
Diversified Collection Services, Inc. (DCS)	3
Dreyers	3
City of Berkeley	2
Eloan	2
MTC	2
NDC	2
AT&T	1
Cholestech Corp.	1
City of Oakland	1
Farmers	1
IKON Office Solutions	1
Lam Research Labs	1
LeapFrog Enterprises Inc.	1
McNichols, Randick, O'Dea, & Tooliatas	1
Mervyns	1
Protein Design Labs	1
Robert Half International	1
Sandia National Labs	1
Sleep Train Mattress Center (Distribution)	1
Total	82

Trip Reasons

The most common reason for using a guaranteed ride home during 2005 was personal illness (28%), followed by family member illness (26%), carpool or vanpool driver had to stay late or leave early (15%), and unscheduled overtime (12%) (Figure 3-8). The unavailability of carpool/vanpool rides (either the driver stayed late or left early or the vehicle broke down) comprised 21% of the guaranteed rides home in 2005.

Compared with the reasons for all rides taken in the program through 2005, the distribution of reasons was relatively consistent. However, family member illness had a much higher percentage in 2005 compared to all of the years combined.

Figure 3-8 Trips Taken by Reason

Reason for Ride	2005 Only		1998 through 2005	
	Number of Rides	Percent	Number of Rides	Percent
Personal Illness	23	28%	280	27%
Family member illness	21	26%	137	13%
Carpool or vanpool driver had to stay late or leave early	12	15%	122	12%
Unscheduled overtime	10	12%	261	25%
Carpool or vanpool breakdown	5	6%	71	7%
Unknown	5	6%	31	3%
Personal crisis	3	4%	111	11%
Rideshare vehicle not available	3	4%	37	4%
Total	82		1050	

Commute Mode and Trips Taken

A majority of Guaranteed Ride Home trips are taken by those using carpools and vanpools. Figure 3-9 shows that 65% of guaranteed rides home were used by car- and vanpoolers. Because employees who carpool and vanpool have more limited options in terms of when they can return home, they are more likely to be stuck without a ride when an emergency or other unexpected situation arises.

Figure 3-9 Commute Modes Used by Those Using a Guaranteed Ride Home Since Program Inception (1998)¹

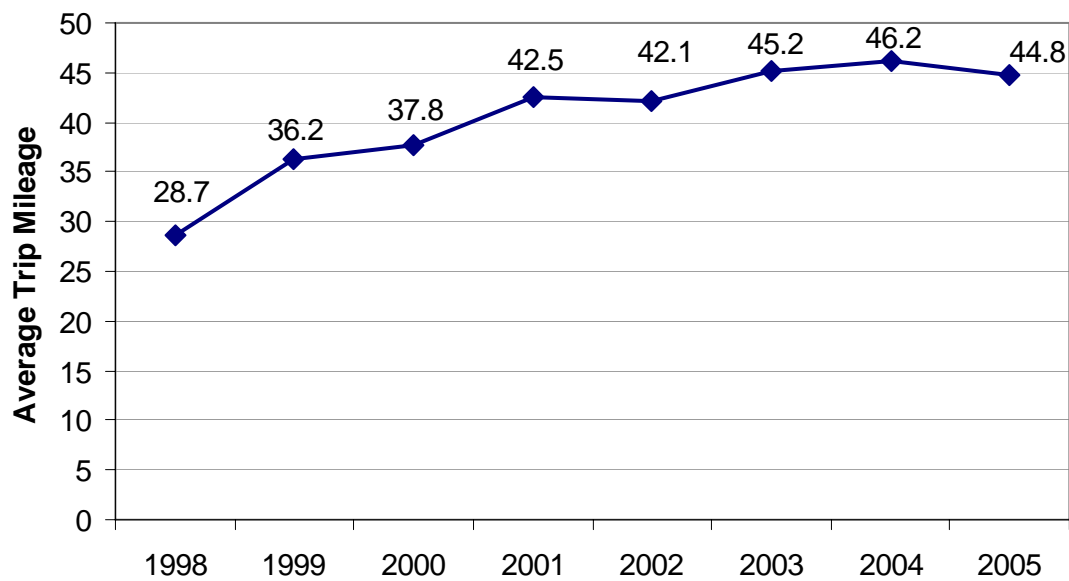
Commute Mode	Number of Rides	Percent
Carpool or vanpool	684	65%
Train (BART or Other)	203	19%
Bus	127	12%
Unknown	23	2%
Bicycle	11	1%
Ferry	1	0%
Walk	1	0%
Total	1,050	

¹ This table represents reported commute mode on the day a GRH was taken. Since people often use more than one mode to get to work, modes are counted more than once per person ride.

Trip Distance

The average GRH trip distance in 2005 was 44.8 miles. Figure 3-10 shows the trend in average trip mileage (for taxi and rental car trips combined) for each year of the program's existence. The average mileage decreased slightly for the first time in three years. The introduction of the countywide rental car program has led to fewer long distance taxi trips overall. The average trip mileage was 28.7 miles in 1998, 36.2 miles in 1999, 37.8 miles in 2000, 42.5 miles in 2001, 42.1 in 2002, 45.2 in 2003, and 46.2 in 2004. The average trip mileage for rental car trips was 79 miles, a decrease from last year's average of 108 miles.

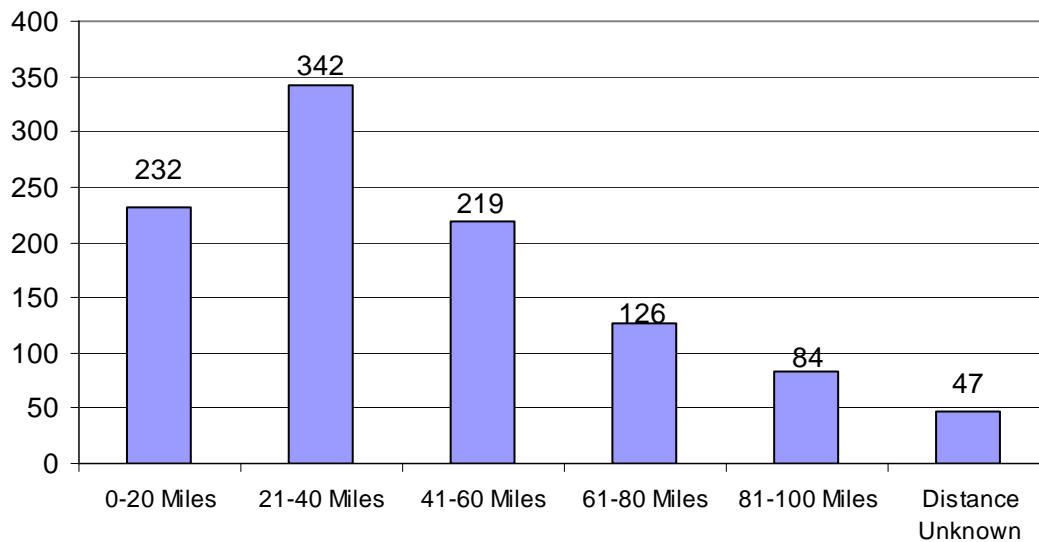
Figure 3-10 Trend in Average Trip Mileage (rental car and taxi trips)



Rides by Distance

Figure 3-11 shows the number of rides taken by distance category (taxi and rental car). Seventy-three percent (73%) of all trips were more than 20 miles in length. Only 41% of all trips were over 40 miles. A total of 84 rides, or 8% of all program trips made through 2005, have been over 80 miles.

Figure 3-11 Number of Rides Taken by Distance Since Program Inception (1998)

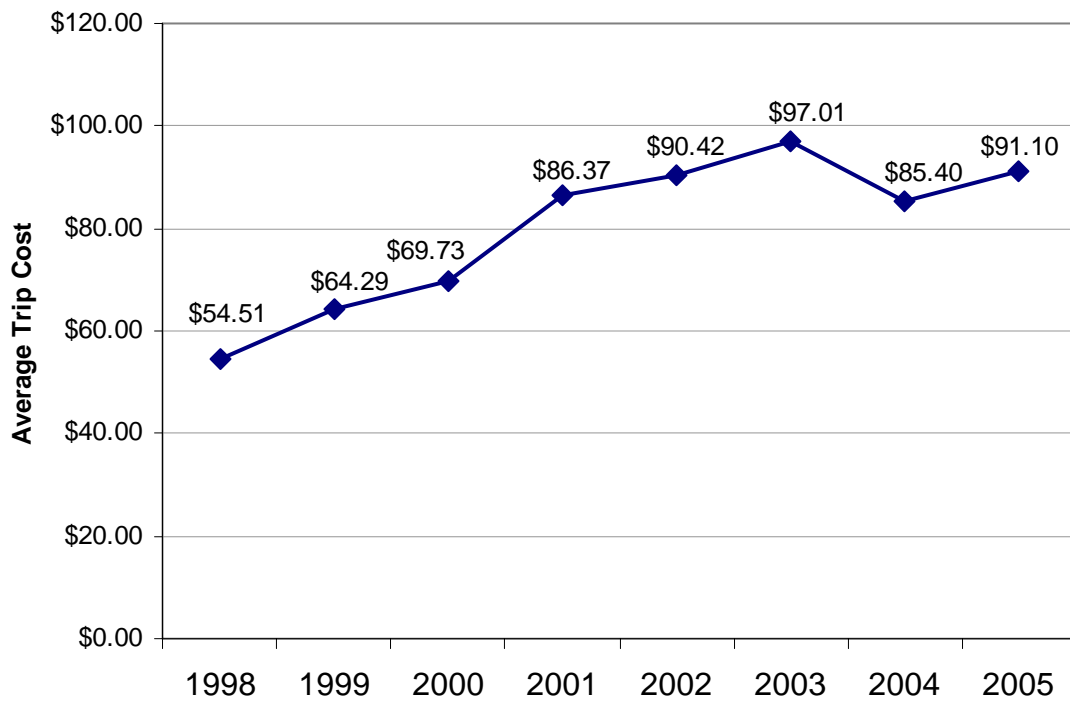


Trip Cost

The average trip cost in 2005 was \$91.10 (for taxi trips only). Fares are calculated at a rate of \$2.00, \$2.40, \$2.50 per mile plus wait time (depending on the taxi provider), and include a \$2.00 flag rate and any bridge tolls. Passengers are responsible for any gratuities paid to drivers. Figure 3-12 shows the trend in average trip fare for each year of the program's existence. The average fare increased from last year by \$5.70. The average fare per trip was \$54.51 in 1998, \$64.29 in 1999, \$69.73 in 2000, \$86.37 in 2001, \$90.42 in 2002, \$97.01 in 2003, \$85.40 in 2004, and \$91.10 in 2005.

Rental car rates are fixed at \$55.00 per day regardless of mileage. Employees are responsible for the cost of gasoline, and for paying for any additional days they keep the car. The rental car rate includes unlimited mileage, sales tax, vehicle license fee, delivery and pick-up service, collision damage waiver, supplemental liability protection, and personal accident insurance.

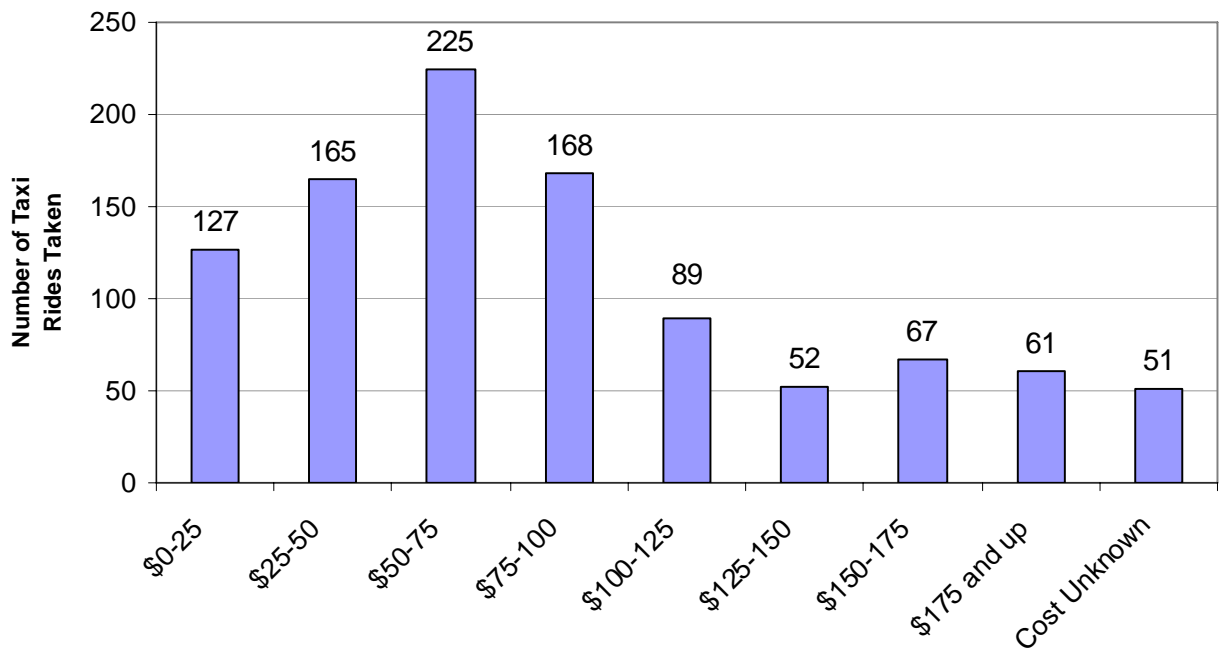
Figure 3-12 Trend in Average Taxi Fare per Trip



Taxi Rides by Cost

Figure 3-13 shows the number of taxi rides taken by cost category. Of the 1,005 total taxi rides, 51% cost \$75 or less and 68% cost \$100 or less. The averages are consistent with the results from 2004.

Figure 3-13 Number of Taxi Rides Taken by Trip Cost Since Program Inception (1998)



Rental Car Savings

Figure 3-14 displays the cost savings associated with the rental car program. Assuming that a ride for which a rental car was used would have cost \$2.40 per mile in northern Alameda County², \$2.50 in eastern Alameda County and \$2.00 in the rest of the county plus a \$2.00 flag fee had a taxi been used instead, the program saved an estimated \$859.20 in 2005 by using rental cars. This represents a decrease from 2004, however there were about half as many rental car rides taken in 2005 compared to 2004.

Program administrators began a rental car outreach program in 2005, which targeted three of the larger registered employers (NUMMI, Kaiser, City of Berkeley). In an effort to promote the rental car option, GRH staff wrote articles for company newsletters and had companies post informational flyers around their office.

Figure 3-14 Rental Car Savings in 2005

Mileage	Total Cost	Pick Up City	Taxi Cost per Mile	Taxi Ride Total + \$2 Flag	Estimated Savings
34	\$55.00	Livermore	\$2.50	\$87.00	\$32.00
37	\$55.00	Oakland	\$2.40	\$90.80	\$35.80
38	\$55.00	Berkeley	\$2.40	\$93.20	\$38.20
46	\$55.00	Livermore	\$2.50	\$117.00	\$62.00
50	\$55.00	Berkeley	\$2.40	\$122.00	\$67.00
60	\$55.00	Livermore	\$2.50	\$152.00	\$97.00
70	\$55.00	Livermore	\$2.50	\$177.00	\$122.00
96	\$55.00	Berkeley	\$2.40	\$232.40	\$177.40
117	\$55.00	Berkeley	\$2.40	\$282.80	\$227.80
Total Program Savings					\$859.20

² Friendly Cab charges \$2.40 a mile and they provide service to work locations in Albany, Berkeley, Oakland, Piedmont, Emeryville, Alameda, San Leandro and unincorporated Alameda County. Tri City Cab charges \$2.50 a mile and they provide service to work locations in Dublin, Livermore, and Pleasanton.

Employee Commute Patterns

Commute Distance and Location

The employees registered with the program work in a wide variety of jobs representing a range of industries throughout Alameda County, including auto manufacturing, airplane maintenance, insurance sales, telephone services, hotel and retail, municipal government, and scientific laboratories. Based on information provided on employee registration forms, the average commute distance of participating employees in the Guaranteed Ride Home Program (from program inception through 2005) is 30.2 miles one-way.

Although employees must work in Alameda County to be eligible for the program, they may live up to 100 miles away from their worksite and live outside of the county. Program enrollment currently includes residents of 18 different counties (Figure 3-15). Over half (52%) of enrolled employees (who we have a known home county for) reside in either Alameda or Contra Costa County.

Figure 3-15 County of Residence for Employees Enrolled in Program

County	Number of Employees Enrolled in Program (1998-2005)	Percent of Employees Enrolled in Program (1998-2005)
Alameda	784	22%
Contra Costa	503	14%
San Joaquin	254	7%
Stanislaus	251	7%
San Francisco	244	7%
Solano	122	3%
Santa Clara	114	3%
San Mateo	73	2%
Merced	49	1%
Sacramento	32	1%
Marin	24	1%
Yolo	8	0%
Sonoma	7	0%
Calaveras	4	0%
Napa	4	0%
Nevada	2	0%
Madera	1	0%
Unknown	1,162	32%
	3,638	

*Note: A large number of participants do not provide their "home" city during registration.

Origin/Destination Frequency

Figure 3-16 shows the most frequent (five or more trips) origin (work) and destination (home) cities for all the trips taken by employees in the program through 2005. The most common trip pairs were Oakland to Oakland (38 trips), Fremont to Modesto (36 trips), and Pleasanton to Manteca (33 trips). The cities with the most trip origins overall are Oakland (298 trips) and Pleasanton (259 trips). The cities with the most trip destinations are Oakland (101 trips), Manteca (94 trips), Modesto (67 trips), Tracy (66 trips), and San Francisco (47 trips).

Figure 3-16 Origin and Destination Cities for Trips Taken by Employees Since Program Inception (1998)

Origin (Work)	Destination (Home)	Number of Trips
Oakland	Oakland	38
Fremont	Modesto	36
Pleasanton	Manteca	33
Oakland	Manteca	27
Oakland	San Francisco	26
Oakland	Vacaville	26
Livermore	Oakland	24
Oakland	Fairfield	24
Pleasanton	Tracy	24
Livermore	Tracy	23
Pleasanton	Modesto	21
Pleasanton	Rodeo	19
Pleasanton	Merced	18
Fremont	Fremont	17
Berkeley	Oakland	17
Oakland	Vallejo	17
Fremont	Manteca	16
Livermore	Manteca	16
Fremont	Tracy	14
Pleasanton	San Francisco	13
Fremont	Oakland	12
Livermore	Stockton	12
Berkeley	Stockton	11
Oakland	Walnut Creek	11
Pleasanton	Danville	11
Berkeley	Berkeley	10

Origin (Work)	Destination (Home)	Number of Trips
Livermore	San Jose	10
Pleasanton	Antioch	9
Pleasanton	Livermore	9
Livermore	San Leandro	8
Pleasanton	Concord	8
Fremont	Delhi	7
Berkeley	San Ramon	7
Oakland	Alameda	7
Oakland	Suisan City	7
Oakland	Union City	7
Pleasanton	Patterson	7
Pleasanton	San Jose	7
Berkeley	Vacaville	6
Berkeley	Sacramento	6
Berkeley	San Rafael	6
Fremont	Pittsburg	6
Oakland	Hayward	6
Oakland	Tracy	6
Fremont	Palo Alto	5
Fremont	Ripon	5
Fremont	San Leandro	5
Fremont	Vallejo	5
Oakland	Castro Valley	5
Oakland	Fremont	5
Oakland	Modesto	5
Oakland	Pittsburg	5
Oakland	Sacramento	5
Pleasanton	Brentwood	5
Pleasanton	Hercules	5
Pleasanton	Pleasanton	5
Pleasanton	Walnut Creek	5

Destination Counties

Figure 3-17 shows the destination counties for all of the trips taken by employees in the program through 2005. The most common trip destination is Alameda County (25%), followed by San Joaquin (17%), Contra Costa (16%), and Stanislaus (11%).

Figure 3-17 Destination Counties for Trips Taken Since Program Inception (1998)

County	Number of Rides	Percent
Alameda	267	25%
San Joaquin	178	17%
Contra Costa	170	16%
Stanislaus	119	11%
Solano	101	10%
San Francisco	47	4%
Santa Clara	36	3%
Merced	30	3%
Sacramento	13	1%
Marin	12	1%
Yolo	6	1%
Sonoma	4	0%
San Mateo	2	0%
Napa	1	0%
Unknown	64	6%
Total	1,050	

Summary

Employer and Employee Registration

- As of December 31, 2005, there were 131 employers and 3,638 employees enrolled in the Guaranteed Ride Home Program.
- This year represents an upswing in the number of new employers registering for the program indicating an increase in the effectiveness of our marketing activities.
- North and east Alameda County continue to be the areas with the most employers enrolled in the program. Oakland has surpassed Pleasanton as the city with the most registered employers.

Trips Taken

- The total number of trips taken in the program through 2005 was 1,050. Approximately 82 trips were taken during the 2005 calendar year, for an average of 6.8 trips per month, a sharp decrease from past years.
- Ninety percent (90%) of enrolled employees have never used a guaranteed ride home. Of the 511 employees who have taken a trip, 79% have taken only one or two rides.
- Personal illness is the most common reason for taking a trip in 2005 (28% of trips), followed by family member illness (26%).
- The most prevalent users of guaranteed rides home are car- and vanpoolers. People who used these modes took nearly 65% of all program trips through 2005.
- The average trip distance decreased for the first time in three years. The average trip distance in 2005 was 44.8 miles down from 46.2 miles in 2004.
- The average trip cost increased this year, which is consistent with past trends. Last year represented the first decrease in several years. Participants are using rental cars for longer trips. The average trip cost in 2005 was \$91.10 (for taxi trips only).
- Savings from using rental cars totaled \$859.20 in 2005. A total of 9 rental cars were used in 2005, half of the rental cars used in 2004. This reflects the lower number of total rides in 2005.

Employee Commute Patterns

- The majority of employee participants live in Alameda and Contra Costa Counties. A significant number also live in San Joaquin, Stanislaus, and San Francisco Counties.
- The most common trip origin cities are Oakland and Pleasanton. The most common trip destination cities are Oakland and Manteca.
- Most trip destinations are in Alameda County, followed by San Joaquin, and Contra Costa Counties.

Chapter 4. Employee Survey

This chapter presents the results of the data collected in January and February 2005 as part of the annual Guaranteed Ride Home Program survey of participating employees.

Methodology

On January 25, 2006, we sent an email to all GRH employer representatives asking them to distribute the surveys electronically or with a paper copy through regular mail. The distribution of respondents per employer is consistent with the program as a whole. GRH employer representatives were all contacted a week before the survey was distributed to update and verify contact information as well as prepare them for the survey. If an employer did not respond to our letter requesting assistance with our annual program evaluation we called them up to (and sometimes more than) three times.

For the second year we requested that representatives distribute the survey electronically to employees (SurveyMonkey.com). For employer representatives who requested a paper-based survey, we provided the option to complete the survey by hard copy via fax or post. Of the 716 surveys returned, we received 23 (3%) by hard copy and 693 (97%) online. During the week of January 23, 2006, we sent surveys to the employer representatives via the mechanism (email or post) of their choice. Employer representatives were then asked to forward the survey (electronically or paper copy) to their employees who are registered for the program. All responses were due by February 17, 2006.

The objective of the survey was to solicit participants' opinions about the quality of customer service they had received and to determine how the program may have impacted their transportation mode choices. Although the program regularly collects this information from participants who take taxi or rental car rides, the annual survey enables us to hear from all program participants, regardless of whether or not they have used the service.

Appendix A displays the paper version of the survey. The online version was nearly identical and provided through surveymonkey.com.

Survey Response

The annual program evaluation effort provides an additional benefit of cleaning the database of employees who may have left their employers or no longer wish to be enrolled in the program. We are notified of this from the employer representatives or, when we contact employee registrants directly, by returned mail sent to the registrants. Of the 3,638 employee registrants current in the database who should have received a survey from their employer or us, 716 were returned, resulting in a 20% response rate. This is equal to the response rate last year and lower than the 2003 evaluation (22%).

Respondents represent 55 different employers throughout the county.

Responses to the questions are summarized in the following sections. It should be noted that the number of respondents who answered each survey question varied, and that results reported in percentages represent the percent of respondents who answered the question rather than the total number of surveys received. Comparisons are made with the results of previous years' surveys when differences are notable. Responses are organized into three sections:

1. Program Effectiveness
2. Other Commute Characteristics
3. Customer Service Ratings

Program Effectiveness

The purpose of this section is to gauge the positive impact of the GRH program on reducing drive-alone trips based on survey responses. The survey includes several questions intended to measure this influence. These include specific questions on the influence of GRH, how respondents traveled before GRH and at present, and a brief analysis of the total positive impact of the program.

Encouraging Alternative Mode Use

Three questions ask respondents directly how important GRH is in fostering their use of an alternative commute mode. The survey asked respondents who used to drive alone before registering for GRH how important the GRH program was in their decision to make a positive change in their commute mode. As shown in Figure 4-1, the answers were relatively evenly split, with 71% reporting that GRH was at least somewhat important in their decision to stop driving alone, up 3% from last year.

Figure 4-1 Influence of GRH on Positive Modal Shift

If you drove alone before joining GRH, how important was the GRH program in your decision to begin ridesharing, riding transit, bicycling, and walking for your commute to work?

	Responses	Percentage
Very important (It was the main reason for my switch.)	124	25%
Important (It was an important part of my decision.)	133	27%
Somewhat important (It had some influence.)	97	19%
Not important (I began using alternative modes for other reasons.)	145	29%
Total Respondents	499	

The survey asked respondents if having the GRH program available encourages them to use an alternative mode more often. A large majority, 63%, reported that it does. Figure 4-2

displays these results. We asked respondents who said “yes,” how many more days they used their alternative mode. They reported an average of 3.36 more days per week because of the GRH program.

Figure 4-2 Influence of GRH on Increasing Alternative Mode Days

Does having a guaranteed ride home program available when you need it encourage you to rideshare (driving with one or more other people in the car carpooling or vanpooling) ride transit (ferry bus train BART ACE Train or shuttle) bicycle or walk MORE OFTEN than you would otherwise?

	Responses	Percentage
Yes	384	63%
No	227	37%
Total Respondents	611	

If GRH were not available would respondents continue to use their alternative mode and how often? Most respondents (54%) reported that they would continue to use an alternative mode even if the GRH program was not available. These results were almost identical to the previous two years’ results.

Figure 4-3 Influence of GRH on Sustaining Alternative Mode Use

If the Guaranteed Ride Home Program were not available would you... (check one)

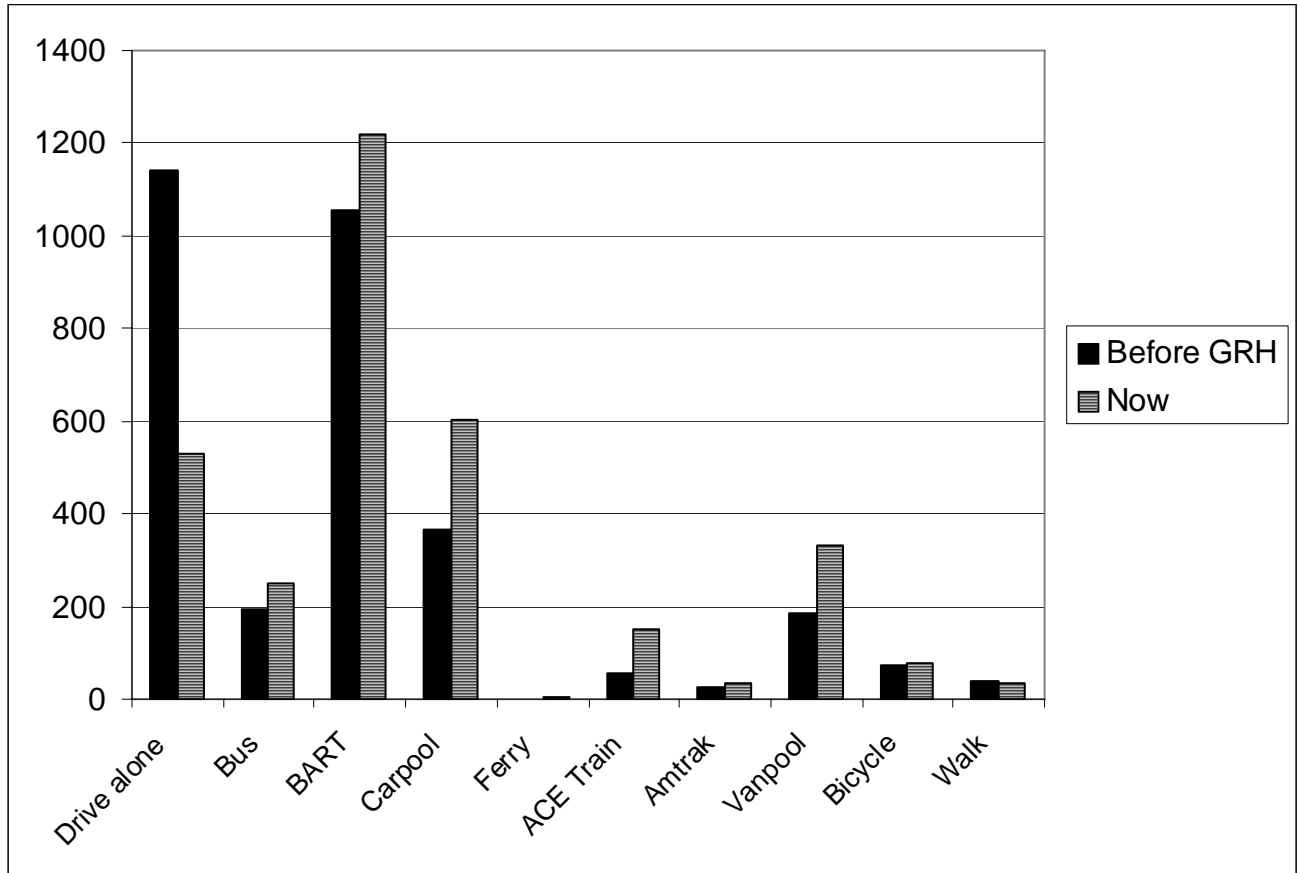
	Responses	Percentage
Stop ridesharing (driving with one or more other people in the car carpooling or vanpooling) riding transit (ferry bus train BART ACE Train or shuttle) bicycling or walking and go back to driving alone?	91	16%
Continue ridesharing (driving with one or more other people in the car carpooling or vanpooling) riding transit (ferry bus train BART ACE Train or shuttle) bicycling or walking but less frequently than before?	177	30%
Continue ridesharing (driving with one or more other people in the car carpooling or vanpooling) riding transit (ferry bus train BART ACE Train or shuttle) bicycling or walking at the same frequency as before?	315	54%
Total Respondents	583	

Based on these survey findings, GRH appears to encourage some increase in use of positive modes. Respondents indicated that GRH does have a good influence on their commute decisions. Similarly, they indicated that GRH helps them to continue to reduce their dependence on their cars. On the other hand, respondents also indicated that if GRH were not available, they would most likely continue to travel the way they do now.

Commute Mode Before and After Joining the GRH Program

In order to gain more detail on how respondents have (or have not) changed commute modes since joining the Guaranteed Ride Home Program, the survey asked respondents how many days they traveled by each mode during a typical week before joining the program and how they get to work during a typical week now. Twenty seven percent (27%) reported that they had reduced the number of days they drove alone to work by an average of 3.7 days per week per registrant. (Conversely, 6% reported increasing the number of days they drove alone to work since registering for the program by an average of 3.2 days per week.) Figure 4-4 displays a comparison of the results.

Figure 4-4 Comparison of Commute Mode Days per Week Before and After Joining the GRH Program (Each respondent could answer up to 5 days for each mode)



The most common modes for program participants are BART or carpool. Prior to registering for the program, people generally traveled by BART or drove alone. Survey respondents reported driving less compared to before they enrolled in the GRH program. Carpooling and vanpooling both increased around 40% when respondents registered with GRH. The ACE Train experienced the largest increase. Respondents reported using ACE Train almost three times more often after registering with GRH.

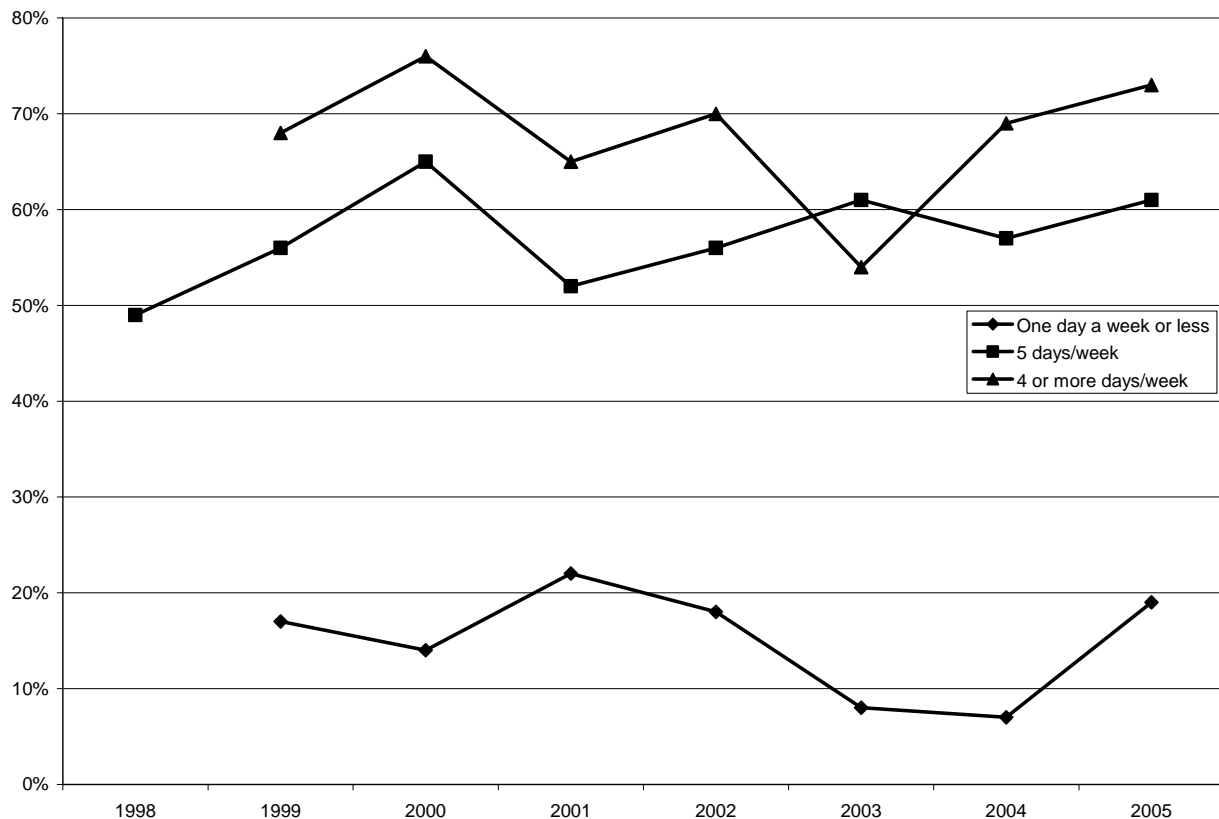
Figure 4-5 displays the number of days per week that respondents use alternative modes now and before registering for the GRH program. As shown, the number of people who do not typically use an alternative mode for their commute declined about 75% before and after registering for the program.

Figure 4-5 Comparison of Respondent Days per Week Using Non-SOV Commute Modes Now and Before Joining the GRH Program

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Data on respondent's alternative mode use since the inception of the program is displayed for comparison in Figure 4-6. Participants who use an alternative mode four or more days per week is at 73%, up from a year ago. Those who use an alternative mode five days per week is 61%. Respondents who use an alternative mode one day per week or less is 19%, up from the last two years.

Figure 4-6 Frequency of Alternative Mode Use After Joining the GRH Program – Response Trends



Total Number of Drive-Alone Trips Reduced

Using the data gathered on the frequency of alternative mode use, an estimate can be generated for the total number of drive-alone trips replaced by alternative mode trips for those enrolled in the Guaranteed Ride Home Program. Figure 4-7 shows the percentage of respondents for each frequency category before and after joining the program. The total number of people in each category is then extrapolated, based on the total program

enrollment (through 2005) of 3,638 people. The number of roundtrips per week are calculated using the frequency and number of people in each category.

The difference in the number of alternative mode roundtrips per week is approximately 3,378 before and after joining the program. In other words, 3,378 drive-alone roundtrips or 6,756 drive-alone one-way trips per week were replaced by alternative mode trips by those who joined the program. This is equivalent to 351,312 total drive-alone, one-way trips per year.¹

Although the GRH Program was likely a significant influence on this mode shift, it may not have been the sole cause. People could have obtained information about and started using commute alternatives at the same time they joined the GRH Program. For example, they may have joined a vanpool, and then received literature from the vanpool driver about the GRH Program. Or their employer may have initiated commuter benefits such as a commuter checks program, which encouraged the employee to take transit and to sign up for the GRH Program. However, it is likely that the GRH Program played an important role in the mode shift. As stated previously, 52% of those who did not use an alternative transportation mode prior to joining the program (and who answered the subsequent question about how the program affected their decision to use alternative modes) stated that the GRH Program was either very important or important in their decision to begin using an alternative transportation mode for their commute to work.

Figure 4-7 Total Alternative Mode Trips Before and After Joining the GRH Program

	Before Joining Program			After Joining Program			
Frequency	Percentage of Respondents	Number of People ¹	Total Roundtrips Each Week Using Alternative Modes	Percentage of Respondents	Number of People ¹	Total Roundtrips Each Week Using Alternative Modes	Increase or Decrease
Less than 1 day a week ²	30%	1,091	382	7%	253	89	-293
1 day a week	1%	36	36	3%	118	118	82
2 days a week	3%	109	218	3%	112	225	7
3 days a week	6%	218	655	6%	225	675	20
4 days a week	8%	291	1,164	13%	461	1,844	680
5 days a week	52%	1,892	9,459	68%	2,468	12,342	2,883
Total		3,638	11,914		3,638	15,293	3,378

¹ Based on program enrollment of 3,638 through 2005.

² The number of roundtrips for those using alternative modes less than 1 day a week is calculated based on 0.35 days per week.

¹ This is based on the program enrollment as of December 2005.

Other Commute Characteristics

In order to learn more about the types of commute trips GRH is influencing, we asked a series of specific questions about people's commutes: distance, arrival and departure time, and access mode.

Distance Between Work and Home

As shown in Figure 4-8, almost half of participant commute distances were between 11 and 35 miles (46%). The average commute distance is 28.2 miles, an increase of 6 miles from last year's survey. Eighty-seven percent (87%) of commutes are 50 miles or less, while 16% are less than 6 miles. Only 5% of commutes are between 76 and 100 miles. The program is restricted to people with commutes 100 miles or less, but five respondents reported a commute just over 100 miles. These participants indicated they drive alone to a park and ride lot and either carpool or vanpool into work. In general, people with longer distance commutes are more likely to find that ridesharing works best for them. These are also the people for whom having a guaranteed ride home can be most influential.

Figure 4-8 Distance Between Work and Home

What is the approximate one-way distance between your work and home?

	Responses	Percentage
0 to 5 miles	100	16%
6 to 10 miles	67	11%
11 to 20 miles	133	21%
21 to 35 miles	162	25%
36 to 50 miles	88	14%
51 to 75 miles	51	8%
76 to 100 miles	30	5%
More than 100 miles	5	1%
Total Respondents	636	

Work Arrival Times

Arrival and departure times provide some important information on the impact of the program on congestion and air quality. Tables 4-9 and 4-10 display the percent of respondents by arrival and departure time range. The most popular time to start work is between 8:00 and 8:29 AM (21%). Seventy-one (71%) percent arrive at work between 7 and 9 AM. Only 10% start after 9 AM, and 18% before 7 AM.

Figure 4-9 Work Arrival Times of Participating Employees

On a typical day, about what time do you arrive at work?

	Responses	Percentage
Before 6 AM	21	3%
6-6:29 AM	27	4%
6:30-6:59 AM	73	11%
7-7:29 AM	112	17%
7:30-7:59 AM	121	19%
8-8:29 AM	135	21%
8:30-8:59 AM	91	14%
9-9:29 AM	42	7%
9:30-9:59 AM	7	1%
10 AM or later	16	2%
Total Respondents	645	

Work Departure Times

As shown in Figure 4-10, most people leave work between 4:30 PM and 5:30 PM (43%). Only 14% leave earlier than 4:00 PM, and 13% after 6:00 PM. These commute times are consistent with standard rush hours when the highways are most congested and a reduction in cars on the roads has optimum impact in terms of congestion relief and improved air quality.

Figure 4-10 Work Departure Times of Participating Employees

On a typical day, about what time do you leave work?

	Responses	Percentage
Before 3 PM	8	1%
3-3:29 PM	22	4%
3:30-3:59 PM	52	9%
4-4:29 PM	91	15%
4:30-4:59 PM	115	19%
5-5:29 PM	145	24%
5:30-5:59 PM	88	15%
6-6:29 PM	51	8%
6:30-6:59 PM	9	1%
7 PM or later	24	4%
Total Respondents	605	

Driving Alone to Access Alternative Modes

Another important component of an individual's commute is how they access their carpool, vanpool, or public transportation. Given that the majority of the air pollution emitted from a car occurs when it undergoes a "cold start" (which occurs first thing in the morning or at the end of the day when the car has been off for many hours), this question provides additional information on the positive impact of the program. Respondents were nearly evenly split between those who drive to access their alternative mode and those who do not. Slightly less than half, 48%, drive alone to access their primary commute mode (Figure 4-11).

Figure 4-11 Access Mode

Do you drive alone in order to get to a bus stop, carpool, vanpool, ferry, BART or ACE station?

	Responses	Percentage
Yes	308	48%
No	334	52%
Total Respondents	642	

Customer Service Ratings

In the customer service section of the survey, participants were asked about the quality of customer service provided by the administrative functions of the GRH Program. Information about the quality of taxi and rental car providers' services was obtained from the ride questionnaires completed by participants who used either a taxi or rental car.

Customer Service Ratings for Administrative Functions

The annual survey asked respondents to rate two areas of administrative customer service:

1. Clarity of the information provided, and
2. Hotline assistance.

The survey included two questions on the quality of customer service that employees received: the clarity of information provided and prompt and knowledgeable assistance when calling the GRH hotline. (GRH administrative staff answer the hotline, 510-433-0320, when they are available during regular business hours and return all voice messages left when the line is not staffed.) As shown in Figure 4-12, customer service ratings were high in both categories for respondents who had an opinion. "Excellent" and "Good" were the two most common answers (with the exception of "don't know" regarding hotline assistance). A large portion of respondents had no opinion about hotline assistance (71%). This is consistent with anecdotal evidence. People understand the program after reviewing the literature, and participants who call the hotline because they are unclear on the parameters of the program usually have a specific question that involves a judgment call on the part of program administrators.

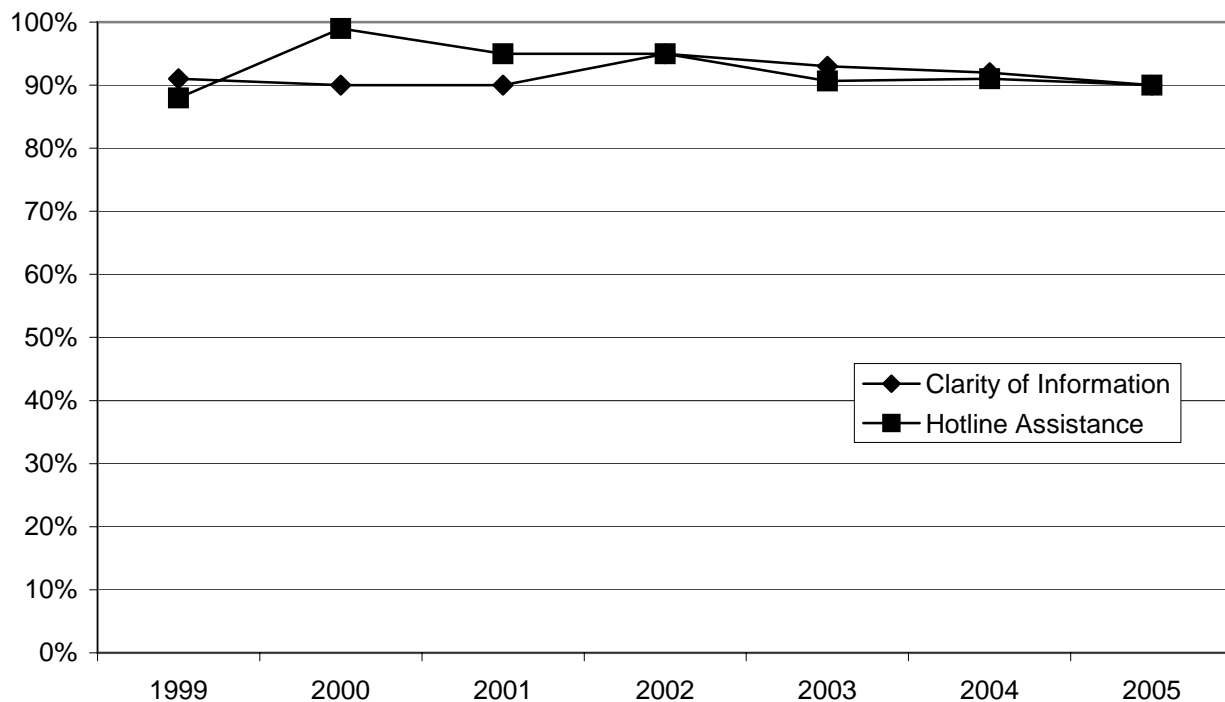
Figure 4-12 Customer Service Ratings for Administrative Functions

Please rate the quality of customer service you have received:

	n=	Excellent	Good	Fair	Poor	Don't Know
Clarity of Information	670	34%	41%	7%	2%	16%
Hotline Assistance	653	13%	13%	3%	0%	71%

Figure 4-13 is a graphic comparison of survey results from every year since the program's inception. As shown, customer service ratings are consistent with prior years – at 90% (for respondents with an opinion). Although customer service remains high, satisfaction has declined slightly over the past few years.

Figure 4-13 Trends in Customer Service Ratings for Administrative Functions – percent “good” or “excellent” of respondents with an opinion



Customer Service Ratings for Transportation Services

The Guaranteed Ride Home Program has contracts with three taxi companies and one rental car company to provide transportation service for the program:

1. Friendly Cab - Albany, Oakland, Berkeley, Piedmont, Emeryville, Alameda, and San Leandro
2. Net Cab.Com (formerly Fremont City Cab) - Castro Valley, Fremont, Newark, Union City, and Hayward
3. Tri City Cab - Dublin, Livermore, and Pleasanton
4. Enterprise Rent-A-Car – All of Alameda County

During 2005, 73 rides were taken by 54 different employee participants. Rides were divided between Friendly Cab (36 rides), Tri-City Cab (13 rides), and Net Cab.Com/Fremont City Cab (24 rides). A rental car was used for 9 of the rides by 7 different employee participants. The number of taxi rides given fell by 44% from last year and rental car rides fell by 50%.

Most of the participants who completed their ride questionnaires rated their overall program experience and taxi or rental car service quality as either good or excellent (87%). The great majority also reported that taxi drivers and rental car agents were friendly and helpful (93%, n=60) and that vehicles were clean (95%, n=60). Most taxi passengers reported a wait time of 15 minutes or less (73%, n=56). Another 13% waited between 15 and 30 minutes. Four percent (2 passengers) waited more than 30 minutes. The average wait time was 13 minutes. Overall, program participants appear to be receiving good service from all three taxi providers.

Of the nine rental car rides given, all employee participants who completed the form (5) said the rental car service was excellent. Two of the participants waited for 30 minutes for the car to arrive while the remaining waited for less than 15 minutes.

Summary

The Guaranteed Ride Home Program continues to be successful in encouraging the use of alternative modes. According to 2005 survey responses:

- When asked how important GRH was in their decision to stop driving alone, 71% of respondents who used to drive alone said that it was at least somewhat important. Most, 63%, of all respondents reported that the GRH program encourages them to use alternative modes more days than they would otherwise. However if the GRH Program were not available, the majority (54%) reported that they would still use an alternative mode after joining the program.
- The survey asked respondents how they traveled to work at present and before they registered for the GRH program. The most common modes were BART, driving alone, and carpooling. Eighty-one percent (81%) of participants use an alternative mode four or more days a week.
- Using these survey findings, we are able to extrapolate to the impact of the program on travel behavior of all participants. The program helps reduce 3,378 drive-alone roundtrips per week or 351,312 one-way trips per year.

To learn more about the commute trips GRH affects, the survey included a few questions on these trips:

- Commute distances are generally 50 miles or less (86%). Almost than half (46%) are between 11 and 35 miles.
- Most program participants travel to work during peak commutes hours of 7-9 AM and 4-6 PM.
- Over half (52%) of respondents do not drive alone to access their primary commute mode of transit or ridesharing.

The survey includes two questions to evaluate participant's level of satisfaction with the customer service provided in the program. Additional information on service satisfaction is collected in the survey participants return after they have taken a ride.

- The administrative functions of the GRH Program continue to receive very high ratings for the quality of customer service, consistent with previous years' evaluations.
- Passengers were very positive in their evaluation of the transportation services provided through GRH.

Chapter 5. Employer Representative Survey

This chapter represents the results of the data collected in February 2006 as part of the first survey of employer representatives.

Survey Methodology

During the week of February 22, 2006 a hard copy version of the survey was sent out to the 131 employer representatives. All responses were due by March 22, 2006.

The program regularly collects input from participants to determine how the program may have impacted their transportation choices. For the second year, the employer representatives' opinions were solicited. The objective of the survey was to obtain the employer contacts' opinions about the quality of customer service they had received and to get feedback regarding the overall operation of the program.

Overall Survey Results

Of the 131 surveys distributed, 41 were returned, resulting in a 31% response rate. Employer contact information was updated during the initial phone call to all employers regarding the employee survey.

Responses to the questions are summarized in the following sections. It should be noted that the number of respondents who answered each survey question varied, and that results reported in percentages represent the percent of respondents who answered the question rather than the total number of surveys received.

Responses are organized into three sections:

1. Alternative Mode
2. Program Management
3. Customer Service Ratings

Use of Alternative Mode

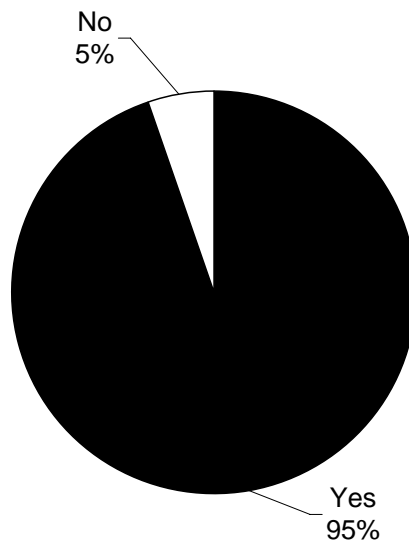
This section of the survey asked the respondents whether the Guaranteed Ride Home program makes a difference in employees' commute mode decisions and what other factors may influence participants commuting choices.

Encouraging Alternative Mode Use

The survey asked the employer representatives how important the program is in encouraging employees to use alternative commute modes more often. As shown in Figure 5-1, a large majority, 95%, reported that they feel participation in the program encourages more alternative mode use.

Figure 5-1 Influence of GRH on Use of Alternative Modes

Do you feel that having the GRH program available encourages employees to use alternative modes of transportation more often for their work trip?

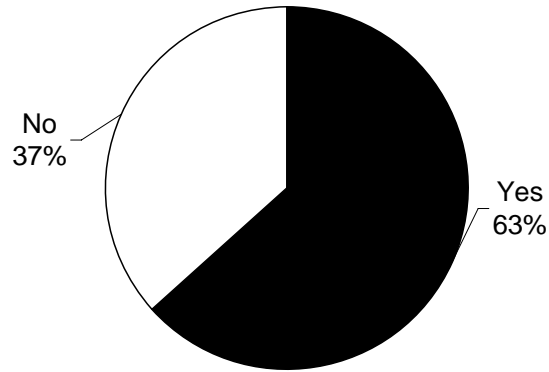


Commuter Benefit Programs

In order to gain more detail on the level of influence GRH has in changing commute patterns, the survey asked respondents if their company provided additional commuter benefits to their employees. A majority reported that they do provide transportation subsidy programs (see Figure 5-2). The results show that most participating companies are actively promoting alternative mode use through GRH as well as other programs.

Figure 5-2 Participation in Transportation Subsidy Programs

Does your company/organization provide any transportation subsidies to employees (i.e. Commuter Checks, Wage Works) to encourage the use of transit, carpools or vanpools?



Program Management

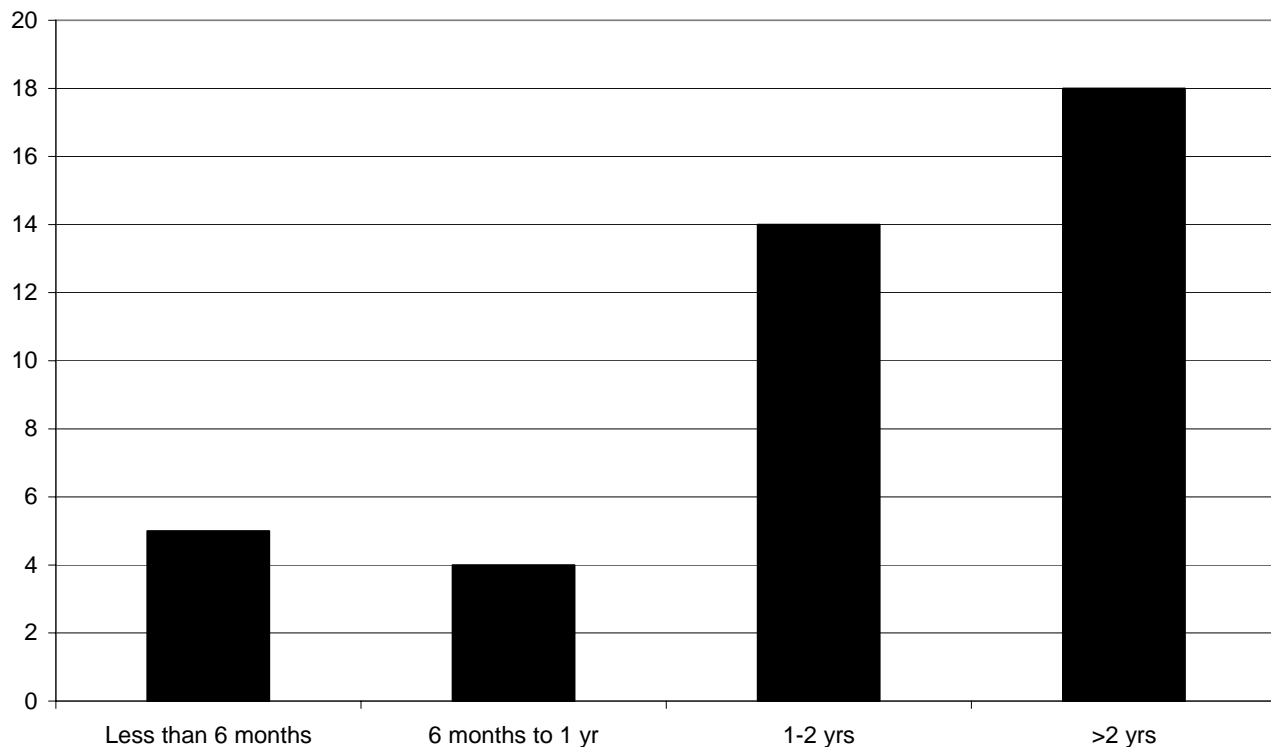
The survey asked employer contacts information about their experience with the program. Respondents answered questions regarding the instant enrollment voucher process, their tenure as employer representative of the program, and the amount of time they spend administering the GRH program.

Tenure with the Program

The survey asked the respondents how long they have managed the program for their company. Over 75% have been with GRH for a year or more, consistent with last years results. The results show some continuity of employer representatives, which allows for a greater understanding of the program and an opportunity for GRH staff to build relationships with the contacts.

Figure 5-3 Employer Representative's Tenure with the Program

How long have you been the Guaranteed Ride Home employer representative for your company/organization?

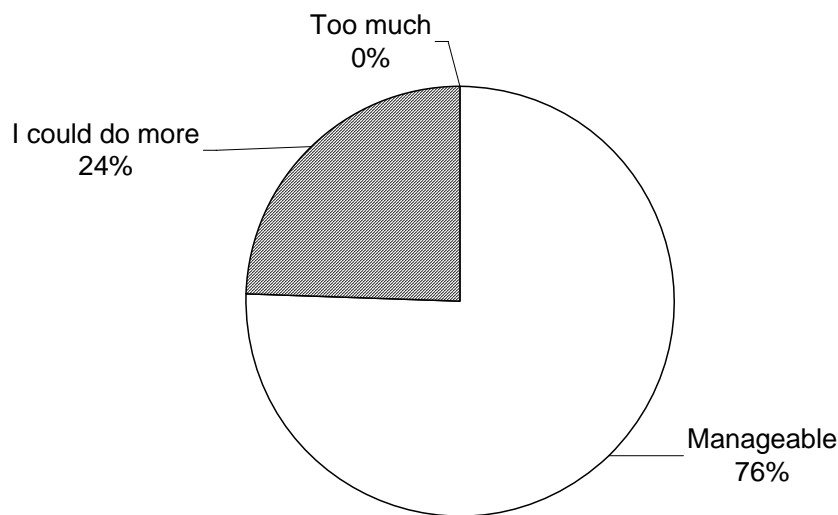


Amount of Time Spent Administering GRH

The survey asked the employer contacts to describe their GRH workload. About three-quarters of the respondents reported that their workload is manageable and about a quarter stated that they could do more work. No employer survey participant reported that the program consumed too much time. The results will be helpful in marketing the program to prospective employers as the findings show that the program administration for employer contacts is minimal.

Figure 5-4 Time Spent Administering the GRH Program

How would you describe the amount of work you spend administering the GRH program?



Instant Enrollment Process

An instant enrollment voucher allows employer representatives to issue a voucher instantly for those employees who are not registered with GRH but took an alternative mode to work that day and have a personal emergency. All employer contacts have an instant enrollment voucher on hand and can issue it to an employee who meets the GRH requirements. Issuing an instant enrollment to an employee is one of the most important responsibilities of the employer representative and being familiar with the process is crucial. The survey asked if they had ever issued one and if they understood the instant enrollment process. Most (80%) of the respondents had never issued an instant enrollment voucher.

Figure 5-5 Have you ever issued a GRH Instant Enrollment voucher?

	Percentage
Yes	20%
No	80%

Almost a third of respondents (32%) reported that they did not fully understand the instant enrollment process. This represents an increase in the number of employer contacts who do not understand the instant enrollment process. Last year only about a quarter of respondents reported not understanding the instant enrollment process. These results show the need to provide more concise and detailed instructions when instant enrollment vouchers are distributed to the employers.

Figure 5-6 Do you feel that you understand the Instant Enrollment voucher process?

	Percentage
Yes	68%
No	32%

Customer Service Ratings

In the customer service section of the survey, participants were asked about the quality of customer service provided by the GRH administrative staff. These questions were also asked of the program participants and the results are recorded in Chapter 4. In addition, participants were asked if they use the GRH website (www.grh.accma.ca.gov or www.alamedagrh.com) for information and if they have any suggestions for the website.

The survey included two questions on the quality of customer service that the employers received: the clarity of information provided about the program and prompt and knowledgeable assistance when calling the GRH Hotline. As shown in Figure 5-7, the customer service ratings were high.

Figure 5-7 Customer Service Ratings for Administrative Functions

Please rate the quality of customer service you have received:

	Excellent	Good	Fair	Poor	Don't Know
Clarity of Information	64%	33%	3%	0%	0%
Hotline Assistance	56%	13%	0%	0%	31%

When asked if they ever used the GRH website for information on the program, almost two-thirds (63%) responded that they do use the website to get information on the website. Few comments were received on how the website can be improved. One of the comments suggested that the GRH website provide an instant enrollment voucher or a spare voucher (in case the originally issued voucher is lost) for commuters to print out quickly in an emergency.

Figure 5-8 Do you use the GRH website to get information about the program?

	Percentage
Yes	63%
No	37%

Summary

Alternative Modes

- A large majority (95%) of contacts that responded reported that they thought participation in the GRH program encourages more alternative mode use.
- Sixty-three (63%) of the participating employers reported that they do provide some type of commuter benefit in addition to GRH.

Program Management

- Over three-quarters of the employer representatives have managed the program for at least one year.
- About two-thirds of respondents felt that they understood the instant enrollment process. A large majority (80%) has not issued an instant enrollment voucher.
- All employer contact respondents stated that their GRH workload is either “manageable” or that “they could do more”.

Customer Service

- The administrative functions of the GRH program received very high ratings for the quality of customer service, which is consistent with the employee survey results.
- Most employer representatives use the GRH website to get information about the program.

Chapter 6. Recommendations

The Alameda County CMA Guaranteed Ride Home Program has been successful in achieving the goal of bringing about a modal shift from driving alone to alternative transportation modes. Data from this year's participant survey indicate that the program is continuing to reduce the number of drive-alone trips made within the county by eliminating one of the significant barriers to alternative mode use – namely, the fear of being unable to return home in the event of an emergency.

Recommendations

Recommendations for 2005, made in the 2004 report, and their outcome include:

Recommendation	Outcome
Consider purchasing a database listing of eligible employers	This recommendation was implemented in 2005. The database was purchased and staff has called about one-third of the companies on the list leading to several new registered employers.
Require that all non-emergency trips of 50 miles or more (during rental car company's business hours) use the rental car service	Not implemented in 2005, but outreach and research were conducted throughout the year. Program is recommended to be implemented in 2006 along with implementing a rental car marketing campaign.
Consider developing guidelines and consolidating program for business districts with a primary point of contact	A preliminary study was conducted over the past year and results showed that GRH should not go forward with the business district program this year due to administrative and cost effectiveness issues.
Consider having a new poster and marketing materials to promote the program	This recommendation was implemented in 2005. The new posters will be distributed to employers in Spring 2006.
Create and distribute new materials that help employer representatives with the instant enrollment process.	This will be implemented in Spring 2006. Project staff will send out new informational flyers to all employer contacts and update the instant enrollment information on the GRH website in May.

1. Continue to implement a comprehensive marketing approach.

In 2006, it is recommended marketing efforts focus on 1) co-marketing with other programs promoting commute alternatives, such as 511.org; 2) direct marketing to employers; 3) maximizing program exposure via the internet and other media; and 4) maintenance marketing and outreach activities directed to inactive (or minimally active) employers throughout Alameda County. Following is a further explanation of some of these efforts:

- **Continue co-marketing efforts with other organizations that promote commute alternatives.**

The GRH Program should continue to focus on building partnerships with other organizations that promote commute alternatives, including 511.org, local transit agencies, vanpool providers and commute benefit providers (such as Commuter Check).

- **Contact inactive, or minimally active, employers who are already enrolled.**

The program should also continue to contact employers with very few or no registered employees in order to increase employee enrollment among those employees who are already eligible for the program. These outreach efforts will also help staff identify those employers who are no longer interested in participating in the GRH program.

- **Continue to attend and participate in commuter fairs and related events.**

We will continue to work with regional organizations and Alameda County employers to stay abreast of the various commuter-oriented events in the area. These efforts have proven to be one of the most effective methods of registering new employees and employers. It is important to become involved to not only attract new participants, but as was the case with Oakland CarFree Day, receive free media coverage.

- **Focus marketing efforts along transit corridors.**

The program should focus marketing efforts along established transit corridors in Alameda County, such as San Pablo and International Boulevard. Businesses in these areas are more likely to employ workers who commute by transit and would be interested in the GRH program.

2. Evaluate the impact of expanding the rental car program countywide.

The evaluation of the rental car program is displayed in Chapter 3. A similar evaluation of the countywide program should be conducted in the 2006 program evaluation report. The program realized an estimated savings of \$859 on ride costs in 2005. This is down sharply from last year due to the fact that there were fewer total rides in 2005. Program administrators began a rental car outreach program in 2005, which targeted three of the larger registered employers (NUMMI, Kaiser, City of Berkeley). In an effort to promote the rental car option, GRH staff wrote articles for company newsletters and had them post informational flyers around their offices.

3. Continue administering an annual Employer Survey.

The 2004 and 2005 surveys provided beneficial data about the program from the company's perspective. An annual survey of employers will be a helpful tool in gaining information regarding marketing and customer service.

New 2006 Recommendations

1. Update the GRH Website.

In an effort to increase exposure to the program and make information and materials easier for users, updates should be made to the website, such as exploring new and updated images and creating a separate section for employers and making website consistent with CMA format.

2. Require that all non-emergency trips of 50 miles or more (during rental car company's business hours) use the rental car service and decrease the eligibility requirement for employers from 100 to 75 employees if there is no significant impact to the GRH budget.

Requiring that non-emergency trips of 50 miles or more use rental cars, with limited exceptions, can be implemented alone, while reducing the number of employees should only be implemented concurrently with the 50-mile car rental program. Implementing these two recommendations together can offset any possible initial increase in program costs associated with reducing the number of employees per employer. The rental car recommendation should provide increased savings over the current rental car requirements, while lowering the employee requirement may add some costs when first implemented.

In 2005, a marketing campaign was initiated to target larger employers and provide materials and information about the rental car option. Through the marketing campaign, various parameters were defined for the implementation of the 50 mile rental car requirement. The program currently encourages all participants to use the rental car service for trips over 20 miles, but there is no method of enforcement. The program should require that all trips of 50 miles or more use the rental car option, except for certain circumstances such as graveyard shifts (when rental car is not available) and for certain types of the emergencies when driving a car is not possible.

By allowing companies with 75 or more employees to register for the program, GRH will become accessible to more people while having a minimal impact on the program. Implementation of this change would require contacting new employers, making updates to printed materials and the website. Most of the costs are expected to be incorporated into the proposed marketing and administrative costs.

According to InfoUSA, a company that tracks businesses throughout the United States, Alameda County has 2,350 companies with 100 or more employees (131 or 6% are currently registered with GRH) and 3,641 companies with 50 or more employees. InfoUSA does not have a tracking category for 75 employees, but by splitting the difference of the two numbers in half, 75 employee companies would account for about 670 prospective employers. However, not all employers will register with the program. Currently only 6% of eligible companies are registered. Six percent of 670 would account for about 40 new companies eligible for program if the cap is reduced to 75

employees. Although 40 companies would represent a sharp increase in employer and employee registration, the companies would not register all at one time. The companies will also register for the program over a span of several years, which also makes the transition easier for the program administration. If the 75 employee requirement proves successful and cost-effective, the GRH program should analyze program and cost needs for further reducing the number of eligible employees to 50 including business districts.

3. Organize a Rental Car and Instant Enrollment Marketing Campaign.

Employers and employees are not fully aware of the benefits of the rental car option. In 2006, the program should organize and execute a campaign that provides more information regarding rental cars. This can be done through email and regular mail marketing materials. In addition, employer representatives have indicated that they need additional direction regarding the instant enrollment vouchers and the process of issuing them to employees. This can be a dual marketing campaign.

4. Analyze and Evaluate Cost and Logistics of Implementing a Car Sharing Option

Review cost and logistics of working with a car sharing program to provide rides in addition to the rental car and taxi options. City Carshare currently has 18 pods (parking locations) dispersed throughout Berkeley, Oakland and Piedmont. Employees would have to be registered for both GRH and the care share program to participate.

APPENDIX A

EMPLOYEE AND EMPLOYER SURVEYS



Employee Survey

Thank you for participating in the Alameda County CMA Guaranteed Ride Home (GRH) Program.
Please take a few minutes to complete this survey. This annual evaluation is a necessary part of maintaining funding for the program.
YOUR HELP IS GREATLY APPRECIATED! [Please return by **February 17, 2006.** Mail or fax to (415) 284-1554.
Or, complete this survey on-line at www.grh.accma.ca.gov/grh/survey.htm

Employer Name: _____ Your Name (optional): _____

1. Please rate the quality of customer service you have received:

	Excellent	Good	Fair	Poor	Don't Know
Clarity of information provided about how the program works (brochures, instructions, website, etc.).					
Prompt and knowledgeable assistance when calling the GRH Hotline.					

2. How long have you been participating in the Guaranteed Ride Home Program?

- ☐ Less than 6 months ☐ 1 to 2 years
☐ 6 months to 1 year ☐ More than 2 years

3. Have you ever used your issued GRH voucher?

- ☐ Yes ☐ No

4. On a typical day...

About what time do you arrive at work?

- ☐ Before 6 AM ☐ 6-6:29 AM ☐ 6:30-6:59 AM
☐ 7-7:29 AM ☐ 7:30-7:59 AM ☐ 8-8:29 AM
☐ 8:30-8:59 AM ☐ 9-9:29 AM ☐ 9:30-9:59 AM
☐ 10 AM or later

About what time do you leave work?

- ☐ Before 3 PM ☐ 3-3:29 PM ☐ 3:30-3:59 PM
☐ 4-4:29 PM ☐ 4:30-4:59 PM ☐ 5-5:29 PM
☐ 5:30-5:59 PM ☐ 6-6:29 PM ☐ 6:30-6:59 PM
☐ 7 PM or later

5. What is the approximate one-way distance between your work and home?

_____ miles

6. What is your PRIMARY transportation mode (the mode you spend the most time in during your commute) to work NOW? (Make sure total days add up to the total number of days you work per week)

OF DAYS PRIMARY MODE OF TRANSPORTATION

_____ Drive Alone
_____ Bus
_____ Ferry
_____ BART
_____ Vanpool
_____ ACE/Amtrak
_____ Bicycle
_____ Walk
_____ Carpool (driving or getting a ride with one or more other people in the car)
_____ TOTAL DAYS YOU WORK PER WEEK

7. Do you drive alone in order to get to a bus stop, carpool, vanpool, ferry, BART or ACE station?

- ☐ Yes ☐ No

8. BEFORE joining the GRH Program, what was your PRIMARY transportation mode (the mode you spent the most time in during your commute) to work? (Make sure total days adds up to the total number of days you worked per week)

OF DAYS PRIMARY MODE OF TRANSPORTATION

_____ Bus
_____ Ferry
_____ Bicycle
_____ BART
_____ Walk
_____ ACE/Amtrak
_____ Vanpool
_____ Carpool (driving or getting a ride with one or more other people in the car)
_____ Drove Alone (go to question 9)
_____ TOTAL DAYS YOU WORKED PER WEEK

9. If you DROVE ALONE BEFORE you joined the GRH program, how important was the Guaranteed Ride Home Program in your decision to BEGIN ridesharing¹, riding transit², bicycling or walking for your commute to work?

- ☐ Very important. (It was the main reason for my switch.)
☐ Important. (It was an important part of my decision.)
☐ Somewhat Important. (It had some influence.)
☐ Not Important. (I began using alternative modes for other reasons.)

10. If the Guaranteed Ride Home Program were not available, would you... (check one)

- ☐ Stop ridesharing¹, riding transit², bicycling, or walking, and go back to driving alone.
☐ Continue ridesharing¹, riding transit², bicycling, or walking, but less frequently than before.
☐ Continue ridesharing¹, riding transit², bicycling, or walking at the same frequency as before.

11. Does having a guaranteed ride home available when you need it encourage you to rideshare, take transit, walk, or bike MORE OFTEN than you would otherwise?

- ☐ Yes ☐ No



How much more often? _____ days per week

12. Comments: _____

¹ Ridesharing includes driving with two or more people in the car (including the driver), carpooling and vanpooling.

² Transit includes ferry, bus, train, BART, ACE Train, and shuttle.



Employer Representative Survey

Thank you for participating in the Alameda County CMA Guaranteed Ride Home (GRH) Program.
Please take a few minutes to complete this survey. This annual evaluation is a necessary part of maintaining funding for the program.
YOUR HELP IS GREATLY APPRECIATED! Please return by March 22, 2006. Mail or fax to (415) 284-1554.

Employer Name: _____ Your Name (optional): _____

1. Please rate the quality of customer service you have received:

	Excellent	Good	Fair	Poor	Don't Know
Clarity of information provided about how the program works (brochures, instructions, website, etc.).					
Prompt and knowledgeable assistance when calling the GRH Hotline.					

2. How long have you been the Guaranteed Ride Home employer representative for your company/organization?

- ☐ Less than 6 months ☐ 1 to 2 years
☐ 6 months to 1 year ☐ More than 2 years

3. Have you ever issued a GRH Instant Enrollment voucher?

- ☐ Yes ☐ No

4. Do you feel that you understand the Instant Enrollment voucher process?

- ☐ Yes ☐ No

5. Does your company/organization provide any transportation subsidies to employees (i.e. Commuter Checks, Wage Works) to encourage the use of transit, carpools, vanpools or walking/biking?

- ☐ Yes ☐ No

6. How would you describe the amount of work you spend administering the GRH program?

- _____ Too much work
_____ Manageable
_____ I could do more

7. Do you inform new employees about the program?

- ☐ Yes ☐ No

8. Do you feel that having the GRH program available encourages employees to use alternative modes of transportation more often for their work trip?

- ☐ Yes ☐ No

9. Do you use the GRH website to get information about the program?

- ☐ Yes ☐ No

10. In what ways can we improve the GRH website (www.grh.accma.ca.gov)?

11. Additional Comments: _____

Questions about this survey or the program? Call 510-433-0320.

THANK YOU for completing this survey! Your responses are important to the program's continued success.